State Training Center

Schedule of Classes

Fiscal Year 2002-2003

STATE TRAINING CENTER (STC)
"Quality Training at Competitive Prices"

Building skills and knowledge in the public sector

90+ high quality courses customized for public agencies
– at your location or the STC

E-learning: instructor led, on-line V*irtual Classroom* &
Pre-Packaged Web-Based Training

Consulting services with pre-qualified professionals

Video Conferencing services

What's New at STC

Business Process Analysis - see page 36
Media Skills Workshop - see page 44
Recording Minutes Accurately - see page 51
Intervening in Group Processes - see page 91

We are planning a ***Training Institute 2003*** *–* to be held in Spring
2003. Watch for the date and content information!

Continuing Education Units (CEUs) may be available for the
STC course that you are taking. For more information, contact
us at **www.dpa.ca.gov** and click on
"Training & Consultant Services"

Department of Personnel Administration
1515 "S" Street, Suite 108 North Bldg.
Sacramento, CA 95814
(916) 445-5121
FAX (916) 324-4050
e-mail: **Training@dpa.ca.gov**

Visit us on the web at www.dpa.ca.gov

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Call us at (916) 445-5121

INFORMATION

How to Enroll

To enroll for a class at the State Training Center, your department must submit an approved Program Registration (STD 697). Please contact your Department Training Officer for further information. **If you do not receive a confirmation letter from STC prior to the class date, you may not be allowed to remain in the class.** If you have any questions regarding enrollment status or confirmation of enrollment, please call (916) 445-5121.

For web-based training (WBT) courses, **you must include your Internet e-mail address and the Internet e-mail address of the person who approved your training.**

Cancellation Policy

If you are unable to attend class, you must contact your department training coordinator to either find a substitute or to cancel the registration.

Late Cancellation Policy

Cancellations received 10 working days or less prior to the start date are subject to a $25 late charge.

For *Virtual Classroom* courses, you will be charged a late cancellation fee up to the full tuition fee for cancellations received 10 working days or less prior to the start of the course.

Substitution Policy

If you are unable to attend a class for which you are registered, your department may send another employee as a substitute. The substitute should meet the same prerequisites for the class, if any. There is no need to make special arrangements with STC for sending a substitute. The substitute should simply sign in on the class roster in place of the person originally registered. If you received any special pre-class material or instructions, please see that it is passed on to the substitute. The substitute should then attend all class days. **Please do not ask to have one person attend one day and another person attend another day of the same class.**

In consideration of participants with sensitivity to fragrances, please refrain from wearing cologne or fragrances while attending classes at STC.

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Class Hours

All classes begin at 8:15 a.m. and end at 4:30 p.m. unless otherwise noted.

No-Show Policy

You must notify your department training coordinator to cancel a registration. If your training coordinator does not cancel your registration and you do not attend the class, the full tuition will be charged. *To avoid a "no-show," you must arrive at STC by the starting time on the first scheduled day of the class.*

If you are a "no-show" for web-based training, you will be charged the full tuition fee.

Make-Up Policy

Participants who attend part of a class but are unable to complete it may make arrangements with STC to make up the remainder of the class at a later date at no additional charge. *Some limitations apply.* Call STC within 10 working days of the class start date to determine if space is available.

For *Virtual Classroom* courses, course make-ups are not available.

Telephone

Our telephone number is: (916) 445-5121; FAX (916) 324-4050. Anyone who needs to reach you while you are in training may call our reception desk at the number above. CALDEX phones (for local Sacramento area State office calls) and pay phones are available for your use in the STC lounge (vending machine area). All long distance calls must be made on the pay phones.

Facility Location & Main Entrance

The STC is located at 1515 "S" Street, North Building, Suite 108, Sacramento, CA 95814-7243. The nearest cross streets are 15th Street and "S" Street. **Our main entrance, reception area, and the class directory are located at the 15th Street entrance to the North Building.** See map on page 8, or map on http://www.yahoo.com or mapquest.com

Call us at (916) 445-5121

INFORMATION

The STC is just 1/2-block from the 16th Street Light Rail station. Riding the Light Rail is both convenient and inexpensive. It also provides easy access to downtown at lunch time.

A parking garage is located on R Street between 15th and 16th Streets. The flat daily rate of $8 does *not* include in/out privileges, and **they do not accept $20 bills.** Please do not park in parking lots reserved for employees of nearby State offices.

Metered parking is available on 15th and 16th Streets between P & Q Streets for $3 per day. Bicycle parking is available on the first floor of the garage. Please do not bring bicycles into the classroom.

Handicapped parking is available on "R" Street, and also adjacent to the elevator on all floors of the parking garage. Please enter on the 15th Street side of the North Building; an access ramp and push pad door activators have been installed for your convenience.

The STC is accessible to persons with disabilities. For persons who are vision-impaired, we can produce enlarged print materials (braille, if required) or provide a reader to assist you in the classroom. **Please give 60 days advance notice if braille or enlarged-print materials are required.**

For persons who are hearing-impaired, we can provide sound amplification or, if required, sign language interpreters and real-time captioning.

For persons with orthopedic impairment, please specify the nature of the impairment and what is needed to accommodate you.

Please provide us with as much advance notice as possible of any accommodation needs that are required. Please make certain that your Program Registration states specifically that accommodation is required and that it includes the participant's direct phone number.

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Visit us on the web at www.dpa.ca.gov

The STC will consult with the participant to determine exactly what is necessary to provide accommodation. The STC will make the necessary arrangements to provide accommodation under the terms of the American Disabilities Act. **If you wish to bring your own reader, interpreter, or service assistant, please let us know. The STC will provide a seat for the assistant without charge to your department.**

Group Training

If you need to enroll 20 or more participants in the same course, the State Training Center will arrange a session just for your employees, at your location (or ours, if available), and at reduced tuition rates. Information about these *"group registrations"* may be obtained by calling the STC and asking to speak to the Training Officer for the course in question. Call us if you need help determining which course would be best for you.
See page 126 for more information.

Web-Based Training

The State Training Center offers Web-Based Training in two formats: the *Virtual Classroom* (instructor-led training) and Pre-Packaged Web-Based Training which is available 24/7. **See pages 107-121 for more information.**

STC Web site

On our Web site, you will find up-to-date information about our current programs and late-breaking news about programs that we may announce during the year.

Department Training Officers will find much useful information on the new "DTO Home Page" found at www.dpa.ca.gov/tcid/dto/dtomain.shtm.

The State of California Departmental Training Officer (DTO) Directory, frequently-asked questions (FAQ's), training laws, rules, policies, valuable training resources, the enrollment status of every course we offer -- all may be found on our website -- even a link to a virtual tour of Sacramento! Select "Training and Consultant Services" from the menu and enjoy!

Call us at (916) 445-5121

Hotels and Motels . . .

ALL OFFER "STATE" RATES AND ARE WITHIN A 5-MILE RADIUS OF STC

BEST WESTERN SUTTER HOUSE
1100 "H" Street
(916) 441-1314
(800) 528-1234
CB LR R P

CAPITOL PARK BED & BREAKFAST
1300 "T" Street
(916) 414-1300
BB LR NS

CLARION HOTEL
700 16th Street
(916) 444-8000
AL R HF

COURTYARD BY MARRIOTT
2101 River Plaza Drive
(916) 922-1120
(800) 321-2212
AL DT HF LR NS P R

DAYS INN DISCOVERY PARK
350 Bercut Drive
(916) 442-6971
(800) 952-5516
CB HF NS P

DOUBLETREE HOTEL SACRAMENTO
2001 Point West Way
(Business 80 aka "Capitol City Freeway"
at Arden Way)
(916) 929-8855
AL HF R P

HAWTHORN SUITES
321 Bercut (I-5 at Riverside Blvd.)
(916) 441-1200
AL CB DT HF P

HERITAGE HOTEL AND
CONVENTION CENTER
1780 Tribute Road
(916) 929-7900
(800) 972-EXPO
AL DT HF P R

HILTON SACRAMENTO ARDEN
WEST
2200 Harvard (Business 80, aka
"Capitol City Freeway" at Arden
Way)
(916) 922-4700
(800) 344-4321
AL LR DT R P

LAQUINTA INN
200 Jibboom Street
(916) 448-8100
(916) 446-4146 (collect)
AL DT P

RADISSON HOTEL
500 Leisure Lane
(916) 922-2020
AL DT HF R P

RESIDENCE INN BY MARRIOTT
2410 West El Camino
(916) 649-1300
(800) 331-3131
AL DT CB HF P

. . . in the Sacramento Area

LEGEND
AL - Airport limousine
BB - Bed & breakfast
CB - Continental breakfast
DT - Downtown shuttle if
        reserved
HF - Handicapped facilities
LR - Close to Light Rail
NS - No Smoking
P   - Pool
R   - Restaurant
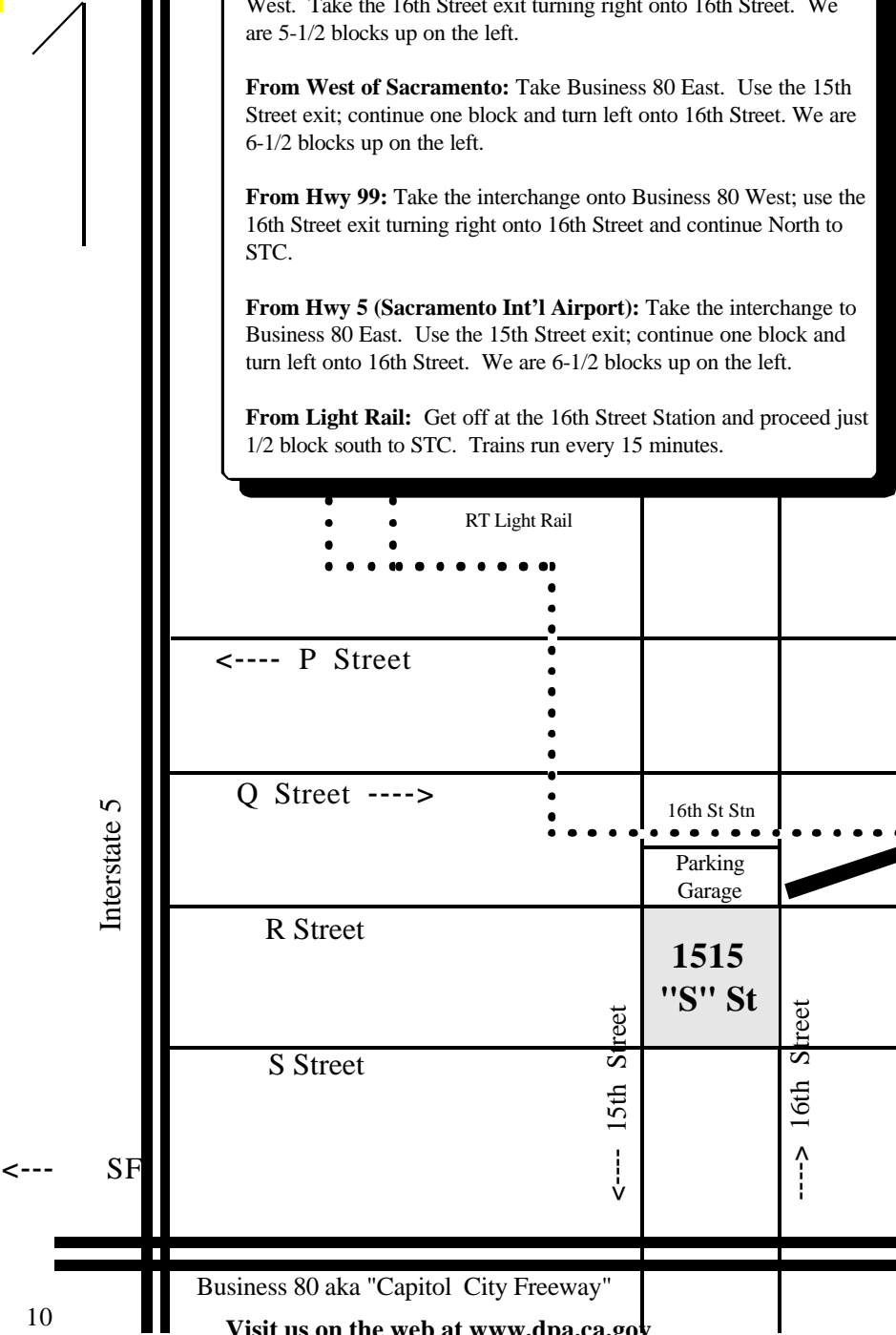
Call us at (916) 445-5121

N

From East of Sacramento: Take Hwy 50 West to Business 80 West. Take the 16th Street exit turning right onto 16th Street. We are 5-1/2 blocks up on the left.

From West of Sacramento: Take Business 80 East. Use the 15th Street exit; continue one block and turn left onto 16th Street. We are 6-1/2 blocks up on the left.

From Hwy 99: Take the interchange onto Business 80 West; use the 16th Street exit turning right onto 16th Street and continue North to STC.

From Hwy 5 (Sacramento Int'l Airport): Take the interchange to Business 80 East. Use the 15th Street exit; continue one block and turn left onto 16th Street. We are 6-1/2 blocks up on the left.

From Light Rail: Get off at the 16th Street Station and proceed just 1/2 block south to STC. Trains run every 15 minutes.

RT Light Rail

<---- P Street

Q Street ---->

Interstate 5

16th St Stn

Parking Garage

R Street

1515 "S" St

<---- 15th Street

---> 16th Street

S Street

<--- SF

Business 80 aka "Capitol City Freeway"

Visit us on the web at www.dpa.ca.gov

Parking Garage

"R" Street

Business 80 to Reno --->

Enter Here

15th Street <----

16th Street ----> One Way

State Training Center

Breezeway

South Building
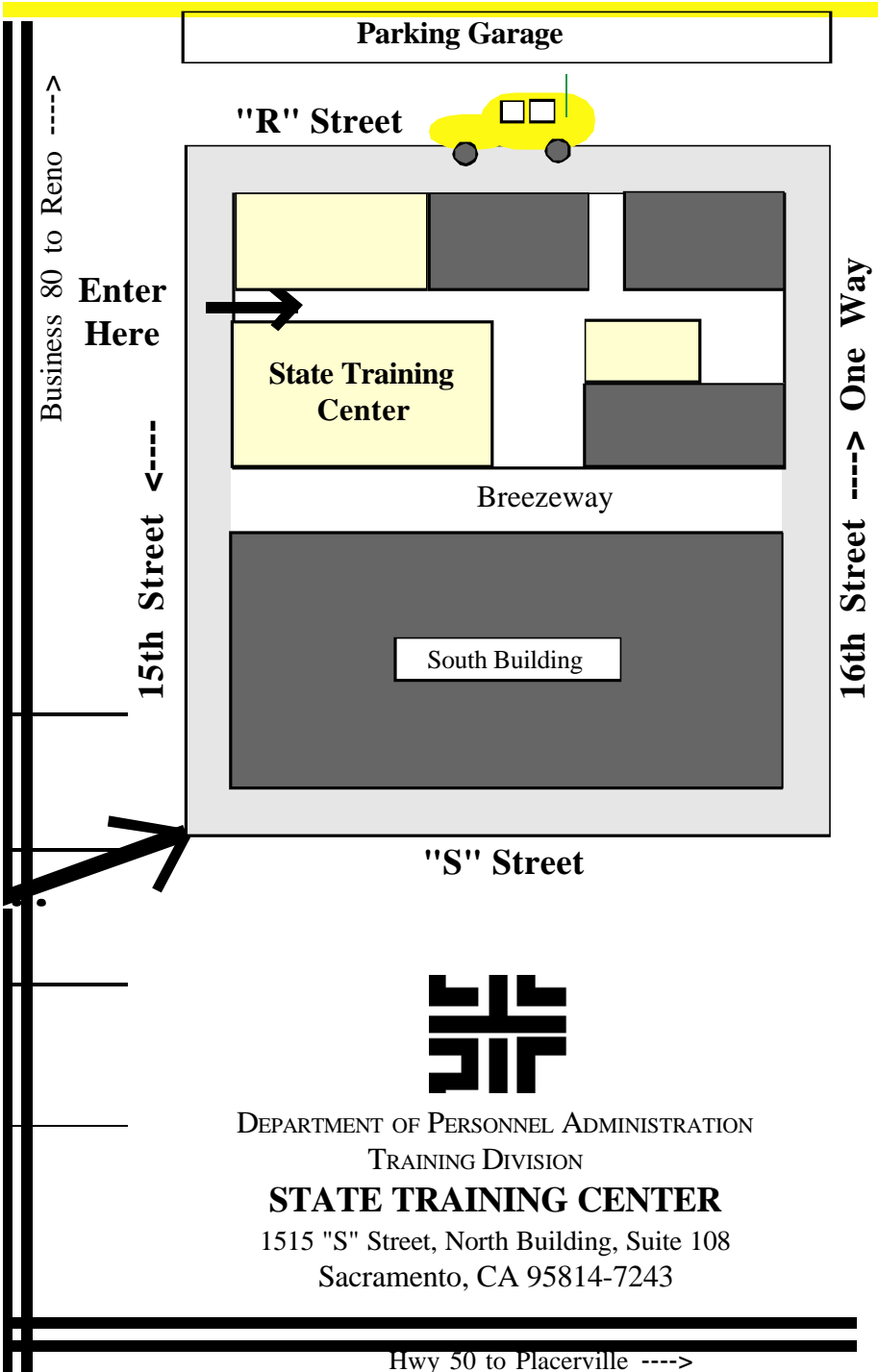
"S" Street

Department of Personnel Administration
Training Division
STATE TRAINING CENTER
1515 "S" Street, North Building, Suite 108
Sacramento, CA 95814-7243

Hwy 50 to Placerville **---->**

Hwy 99

Call us at (916) 445-5121

INFORMATION

Alphabetical Index

Visit us on the web at www.dpa.ca.gov

Alphabetical Index - continued

Call us at (916) 445-5121

INFORMATION

Numerical Index

Numerical Index - continued

Call us at (916) 445-5121

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EQUAL EMPLOYMENT OPPORTUNITY OVERVIEW - #220
(1 day)

This program will provide you with an overview of the State's policies and commitment to a workplace free from discrimination. If you need more information about classes in EEO counseling, EEO investigating, or EEO report writing, you may wish to contact the State Personnel Board at (916) 653-2085.

At the end of the this course, you will be able to:

- Define EEO/AA and other relevant terminology

- Discuss the impact of legislation on the State's Affirmative Action Program

- Identify discriminatory practices, patterns, and their social causes

- Effectively identify and reduce barriers to employment for individuals with disabilities

- Define the Supervisor's role in promoting a discrimination-free work environment

- Identify the laws which govern discrimination in the workplace along with the organizational and personal responsibilities for compliance.

- Create tangible changes in behavior through personal action planning

RELATED
COURSES: #267

INSTRUCTOR: Robert Gallegos & Priscilla Silvey

TUITION: $95.00

WHEN: Section 1: January 21, 2003
              Section 2: June 30, 2003

Visit us on the web at www.dpa.ca.gov

TELEWORK/TELECOMMUTING - #370

The Department of Personnel Administration (DPA) offers a combination of training and consultation for managers, supervisors, and program coordinators, potential teleworkers and non-teleworking co-workers.

Non-fee based training and consultation are provided by the Telework Program Consultant, Policy Division of DPApursuant to the State Employee Telecommuting Program *(California Government Code 14200-14203).*

These services are customized to accomodate and reflect the distinct organizational culture of your State agency, and will be delivered at your worksite.

Option 1: Telework Program Development and Management
This is a workshop designed for individuals and teams who are or could be responsible for planning, creating, and executing telework programs. The focus is on a *design for success* program with interactive format, requiring participants to draw upon their experience with and knowledge of their organizational cultures.

Option 2: Teleworker "Need-to-know-about-Telecommuting-before-I-decide"

For general information about telecommuting and telework, please visit the Department of Personnel Administration's website: **http://www.dpa.ca.gov/ telework/overview/httoc.shtm.** Orientation briefings can be arranged.

Option 3: Telemanager and Teleworker
This is for managers and employees who have **already** decided to participate in a telework program. This interactive program is focused on preparing the telemanager and the teleworker for a successful telework experience.

Roles, responsibilities and concerns of the teleworker and telemanagers are discussed with a view toward finding options to avoiding problems and enhancing opportunities. *Attendance of the teleworker and her/his supervisor is required.*

Option 4: *Do it Yourself* External Training Resources

The 5-State Telework Collaborative (including California) has developed educational and training resources as stand alone aids for training officers and telework program coordinators and teams.

See **www.Teleworkcollaborative.com** for more information.

For additional information, contact David Fleming at
davidfleming@dpa.ca.gov, or visit
http://www.dpa.ca.gov/telework/overview/httoc.shtm.

Call us at (916) 445-5121

DISABILITY EMPLOYMENT LAW - #425 (1 day)

This workshop, formerly entitled "ADA and Essential Functions," is designed for all managers, supervisors, personnel analysts, return-to-work and workers' compensation coordinators, and ADA/EEO staff who need help in understanding Federal and State disability employment law. It will focus primarily on the Federal Americans with Disabilities Act (ADA) and the California Fair Employment and Housing Act (FEHA) requirements in supervision. In addition to teaching you the Reasonable Accommodation Process, this course will also show you how to develop current and accurate job statements which is the key component in conducting ADA and FEHA compliant recruiting, hiring, interviewing, and performance evaluation processes. The impact of recent U.S. Supreme Court and 9th Circuit Court decisions will also be discussed.

At the end of this workshop, you will be able to:

- Better understand your attitudes toward persons with disabilities and learn how attitudes can impede the hiring and promotional process

- Understand how the Americans with Disabilities Act and recent changes to the California Fair Employment and Housing Act affect employment practices

- Define essential functions within a duty statement and explain the concept of the Reasonable Accommodation Process, your role as a supervisor in that process, and how to determine and document a disabling condition

- Design and conduct ADA/FEHA compliant recruiting and hiring

- Develop strategies to increase awareness about persons with disabilities and implement effective, fair, and legal employment practices

RELATED
COURSES: #409A, #409B

INSTRUCTOR: Michael Trowbridge

TUITION: $95.00

WHEN: Section 1: January 29, 2003
                 Section 2: June 16, 2003

PREVENTING WORKPLACE VIOLENCE - #555 (1 day)

This program is for employees who have direct contact with the public such as receptionists and public counter employees. It will give you the tools necessary to handle potentially violent or stressful situations in the workplace without losing control.

At the end of this program, you will be able to:

- Recognize workplace security hazards associated with the three types of workplace violence as defined by Cal-OSHA

- Learn safe techniques to defuse angry or hostile behavior

- Learn prevention measures such as reporting violent acts or threats of violence and knowing who to call in an emergency

- Identify measures to prevent workplace violence, including procedures for reporting workplace security hazards

- Use measures to summon others for assistance

- Know when to use the Employee Assistance Program (EAP)

RELATED
COURSES: #565

INSTRUCTOR: Barry Nixon

TUITION: $95.00

WHEN: Section 1: March 18, 2003

ADMINISTRATIVE

PREVENTING WORKPLACE VIOLENCE FOR SUPERVISORS - #565 (1 day)

This program will teach supervisors and managers of public employees to recognize potentially stressful or violent situations in the workplace. The emphasis will be on managing the potential for three types of violent crimes: crimes/incidents unrelated to the work environment, crimes/incidents by customers and clients, and violent crimes/incidents by employees.

At the end of this program, you will be able to:

- Understand the role of the supervisor in workplace security

- Recognize workplace security hazards associated with the three types of workplace violence

- Learn safe techniques to defuse angry or hostile behavior

- Learn prevention measures such as reporting violent acts or threats of violence and knowing who to call in an emergency

- Plan for a safe workplace

- Promote crime awareness and self-protection

- Learn legal responsibilities to employees

- Learn when to refer employees to the Employee Assistance Program (EAP)

RELATED
COURSES: #555

INSTRUCTOR: Barry Nixon

TUITION: $95.00

WHEN: Section 1: March 19, 2003

GRANT PROPOSAL WRITING - #630 (2 days)

This interactive workshop is designed to provide you with the knowledge and skills for developing successful grant proposals for both public and private funding sources. You will also learn the components of a successful grant proposal along with tips for clear, effective writing. Persons who are responsible for either writing grant proposals or evaluating grant proposals would benefit by attending this class.

If available, please bring a laptop computer to class equipped with Microsoft Word or a similar program. This is not required, but would be helpful. Those who do not bring a laptop can share with those who do. All participants should bring a floppy disk in order to receive a copy of the work developed in the class.

At the end of this program, you will be able to:

- • Research funding sources

- • Develop positive working relationships with funding agencies

- • Write performance objectives

- • Develop a budget

- • Write the grant proposal

- • Incorporate feedback and modify your proposal accordingly

INSTRUCTOR: Dr. Steven D. Pomerantz, Ed.D.

TUITION: $185.00

WHEN: Section 1: October 31 - November 1, 2002
                 Section 2: May 1-2, 2003

ADMINISTRATIVE

BUDGET PROCESS WORKSHOP - #642 (2 days)

This course is designed for people who prepare, review or administer budgets or who are preparing themselves for these roles. The workshop provides you with a comprehensive overview of the California budget process and offers hands-on problem solving, open discussions and simulated situations. ***It is intended to be taken in conjunction with course #643 (Budget Change Proposal Workshop).*** For your convenience, some of the courses are scheduled on consecutive days. At the end of this course, you will be able to:

- Describe the central functioning of budgets in the planning and conduct of State programs

- Understand constitutional and statutory provisions related to the budget process

- Track in detail departmental budget preparation, its approval and administration

- Understand state organizational structure and its relationship to budgeting

- Explain the meaning of the numbers and language in the Governor's Budget and the Budget (Appropriations) Act

- Distinguish between line item, performance, and program budgets

- Understand legislation as it relates to budgeting

RELATED COURSES: #643

INSTRUCTORS: Lester Ouchida (LO), Bob Straight (BS), or
Dave Willis (DW)

TUITION: $185.00

WHEN: Section 1: August 5-6, 2002 (LO)
Section 2: August 26-27, 2002 (LO)
Section 3: September 19-20, 2002 (BS)
Section 4: October 9-10, 2002 (DW)
Section 5: October 31 - November 1, 2002 (LO)
Section 6: November 18-19, 2002 (BS)
Section 7: December 12-13, 2002 (DW)
Section 8: January 21-22, 2003 (LO)
Section 9: February 3-4, 2003 (BS)
Section 10: February 24-25, 2003 (LO)
Section 11: March 10-11, 2003 (DW)
Section 12: April 1-2, 2003 (LO)
Section 13: April 21-22, 2003 (BS)
Section 14: May 12-13, 2003 (DW)
Section 15: June 9-10, 2003 (LO)

Visit us on the web at www.dpa.ca.gov

BUDGET CHANGE PROPOSAL OVERVIEW - #643 (1 day)

This course is designed for persons who prepare, review or administer Budget Change Proposals (BCPs), or those who are preparing themselves for these roles. This workshop provides you with an overview of the BCP process and offers discussions, exercises and simulated situations. This course is intended to be taken in conjunction with course #642 (Budget Process Workshop). For your convenience, some of the courses are scheduled on consecutive days.

At the end of this course, you should be better able to:

- Track the process for the preparation and approval of BCPs

- Prepare material for BCPs including problem statements, objectives, workload computations, and justifications

- Develop and analyze BCPs

- Avoid the major pitfalls in writing BCPs

RELATED
COURSES: #642

INSTRUCTOR: Jane Irwin (JI) or Dave Willis (DW)

TUITION: $95.00

WHEN: Section 1: August 28, 2002 (JI)
                       Section 2: October 11, 2002 (DW)
                       Section 3: November 20, 2002 (DW)
                       Section 4: January 23, 2003 (JI)
                       Section 5: February 5, 2003 (DW)
                       Section 6: February 26, 2003 (DW)
                       Section 7: April 3, 2003 (DW)
                       Section 8: April 23, 2003 (JI)
                       Section 9: May 14, 2003 (DW)
                       Section 10: June 11, 2003 (DW)

Call us at (916) 445-5121

LEGISLATIVE PROCESS - #676 (1 day)

This overview of the legislative process helps participants follow the path of a bill from its introduction in the Assembly to its signature by the Governor.

At the end of this course, you will be able to:

- Outline the organization, staffing and committee structure, and legislative process for the California Legislature

- List and describe the key sections of a bill and summarize how it becomes law

- Identify at least ten resources that unlock the mystery of the legislative process and discuss how to utilize these resources effectively

- Describe how the Executive Branch (departments, agencies, Governor's office) works with legislative staff throughout the legislative process

- List and discuss at least three tools, concepts or techniques related to legislative process that will be utilized as a result of this training

RELATED
COURSES: #677, #6760

INSTRUCTOR: Jane Irwin

TUITION: $95.00

WHEN: Section 1: July 24, 2002
             Section 2: August 21, 2002
             Section 3: September 11, 2002
             Section 4: October 23, 2002
             Section 5: December 3, 2002
             Section 6: March 18, 2003
             Section 7: April 30, 2003

LEGISLATIVE BILL ANALYSIS - #677 (2 days)

This course is for any state employee who is required to analyze a bill to determine its impact on a state department. At the end of this course, you will be able to:

- Describe the State of California legislative process including how a bill becomes a law

- Define and discuss at least twenty terms related to the legislative process

- Identify the key components and sections of a bill

- Write a bill analysis and/or enrolled bill report that includes:
  - a. A summary of the bill
  - b. Legislative history
  - c. An analysis of:
    1. Current law or practices
    2. Reason(s) why changes are necessary
    3. Arguments for and against the bill
    4. Need for possible amendments

- Use the internet to locate relevant State legislative web sites, locate information on specific Assembly and Senate bills, review the legislative calendar, and review bill analyses done by legislative committees

INSTRUCTOR: Jane Irwin

TUITION: $185.00

WHEN: Section 1: July 25-26, 2002
Section 2: August 22-23, 2002
Section 3: September 12-13, 2002
Section 4: October 24-25, 2002
Section 5: November 26-27, 2002
Section 6: February 13-14, 2003
Section 7: April 17-18, 2003
Section 8: May 1-2, 2003
Section 9: May 22-23, 2003
Section 10: June 12-13, 2003

Call us at (916) 445-5121

ADMINISTRATIVE

RULEMAKING - #824 (3 days)

This workshop is designed for State government employees in administrative and technical positions. It focuses on the elements of the Administrative Procedure Act rulemaking process, how to draft a regulation, and what the Office of Administrative Law (OAL) looks for when reviewing a regulation.

After completing this program, you will be able to:

- Describe the Administrative Procedures Act rulemaking process

- Identify rules which must be adopted under the Administrative Procedures Act

- Draft a legal notice of proposed rulemaking

- Decide which comments must be considered; condense and respond properly to comments

- Determine what procedure to follow to adopt a proposed modification

- Decide how/when it is proper to use either "emergency" or "section 100" procedures

- Demonstrate the need for a proposed regulation

INSTRUCTOR: Michael McNamer

TUITION: $275.00

WHEN: Section 1: September 10-12, 2002
              Section 2: October 1-3, 2002
              Section 3: November 5-7, 2002
              Section 4: December 3-5, 2002
              Section 5: January 7-9, 2003
              Section 6: February 4-6, 2003
              Section 7: March 4-6, 2003
              Section 8: April 1-3, 2003
              Section 9: May 6-8, 2003

Visit us on the web at www.dpa.ca.gov

CLASSIFICATION AND PAY - #826 (2 1/2 days)

This interactive workshop for personnel analysts will help you comply with control agency requirements and satisfy the needs of your department.

At the end of this workshop, you will be able to:

- Distinguish between the roles of the State Personnel Board and the Department of Personnel Administration

- Identify the essential elements of effective duty statements

- Determine the proper classification for a set of duties using the seven allocation factors

- Determine resources available to classification and pay analysts

- Develop a class specification and justification for a new class

INSTRUCTOR: Susan Tune

TUITION: $295.00

WHEN: Section 1: August 13-15, 2002
Section 2: November 13-15, 2002
Section 3: March 12-14, 2003
Section 4: April 16-18, 2003
Section 5: June 4-6, 2003

ADMINISTRATIVE

BENEFITS TRAINING - #830 (3 days)

This class for personnel transaction staff and attendance clerks has been expanded to provide more information about State sponsored employee benefits. You will use the Benefits Administration Manual (BAM) along with the various resource publications and guides, enrollment applications, and memos to Personnel Management Liaisons (PML).

At the end of this course, you will be able to:

- Find resources to explain all employee benefits to your departmental employees

- Respond to questions regarding employee benefits

- Provide information to department employees regarding benefit choices

- Contact the correct agency for resolving problems related to benefits

- Handle changes in benefits due to appointment status and family situation changes

- Recognize potential problem areas in benefits administration

INSTRUCTOR: Desi Rodrigues

TUITION: $275.00

WHEN: Section 1: September 9-11, 2002
Section 2: October 21-23, 2002
Section 3: November 18-20, 2002
Section 4: January 27-29, 2003
Section 5: April 7-9, 2003

Visit us on the web at www.dpa.ca.gov

RETURN-TO-WORK TRAINING - #835 (4 days)

This workshop for workers' compensation case management staff is designed to provide sufficient knowledge to effectively administer an agency's Return-to-Work and Worker Compensation Programs. If you successfully complete the course you will be certified as a Worker Compensation Case Manager.

PREREQUISITE: Individuals must read DPA's *"Return to Work Coordinator"* desk reference manual and have a thorough understanding of the terms used in worker compensation claims prior to attending this class.

At the end of this program, you will be able to:

• Describe the Worker Compensation System

• Report injuries and understand benefits and options

• Discuss strategies for returning employees to work

• Understand the role of the State Compensation Insurance Fund

• Effectively manage your worker compensation cases

INSTRUCTOR: Shelby Wineinger

TUITION: $395.00

WHEN: Section 1: January 13-16, 2003
                Section 2: June 9-12, 2003

Call us at (916) 445-5121

ADMINISTRATIVE

TRAVEL ADMINISTRATION - #840 (2 days)

Through review and application of DPA rules, procedures, practices, contract provisions and tax requirements, this course will provide basic skills to *accounting personnel* who are required to audit travel expense claims. Course attendees will learn to effectively review and audit travel expense claims, to report and withhold taxes as required, and to accurately explain travel program provisions, limitations, and requirements to those who must understand these procedures.

This class is not appropriate for line program travel clerks or unit claim preparers.

Because the State of California has different rules than those of the University of California, this class is not appropriate for University employees.

Prerequisite: Attendees must be working in a headquarters or field accounting/ budget/fiscal office (including regional and institutional accounting offices) and have or will have either working or supervisorial responsibility for developing departmental travel reimbursement procedures, advising staff regarding travel and miscellaneous reimbursements and/or processing claims for travel and other *items of reimbursement*.

At the end of this course you will be able to:

- Identify sources where travel information can be found

- Identify the rules, past practices and policies related to the reimbursement of travel expenses of State employees

- Identify the most commonly made errors on travel expense claims

- Audit travel expense claims properly and accurately

INSTRUCTOR: Terrie Jordan

TUITION: $185.00

WHEN: Section 1: September 17-18, 2002
Section 2: October 29-30, 2002
Section 3: January 14-15, 2003
Section 4: April 1-2, 2003
Section 5: May 6-7, 2003
Section 6: June 17-18, 2003

Visit us on the web at www.dpa.ca.gov

RELOCATION ADMINISTRATION - #841 (1 day)

Through review and application of DPA rules, procedures, practices, contract provisions and tax requirements, this course will provide basic skills to *accounting personnel* who are required to audit relocation expense claims. Course attendees will learn to effectively review and audit relocation expense claims, to report and withhold taxes as required, and to accurately explain relocation program provisions, limitations, and requirements to those who must understand these procedures. **This class is not appropriate for line program travel clerks or unit claim preparers.**

Because the State of California has different rules than those of the University of California, this class is not appropriate for University employees.

Prerequisite: Attendees must be working in a headquarters or field accounting/ budget/fiscal office (including regional and institutional accounting offices) in a department that has or will have reason to relocate personnel, and has or will have either working or supervisorial responsibility for developing departmental relocation procedures, issuing relocation instruction packages, advising employees regarding relocation reimbursements and/or processing relocation claims, and tax reporting and withholding applications.

At the end of this course you will be able to:

- Identify sources where relocation information may be found

- Identify the rules, past practices and policies related to the reimbursement of relocation expenses of State employees

- Provide accurate information to department employees regarding provisions and requirements of the relocation program

- Audit relocation expense claims properly and accurately for submission to the State Controller

INSTRUCTOR: Terrie Jordan

TUITION: $95.00

WHEN: Section 1: September 19, 2002
                       Section 2: January 16, 2003
                       Section 3: May 8, 2003

Call us at (916) 445-5121

EMPLOYEE ASSISTANCE PROGRAM: T4T - #925

This program is offered by the Department of Personnel Administration, Benefits Division, in cooperation with the EAP provider, Merit Behavioral Care of California, Inc., an affiliate of Magellan Behavioral Health.

This course is for Employee Assistance Program (EAP) coordinators and department training staff who want to learn more about the State's EAP and to acquire skills to train State employees, supervisors and managers in the use of EAP. You will receive a training video, a "Training-for-Trainers" manual and DPA certification to conduct EAP training.

At the end of this program, you will be able to:

- Understand the services available from the State's EAP

- Utilize training tips and background information key to conducting a comprehensive employee orientation and supervisory training

- Identify employees' warning signs and recognize that a pattern may indicate a personal problem exists and may impact job performance

- Help your employees overcome obstacles in getting help and learn how EAP tries to reduce or eliminate the barriers to seeking help

- Understand the relationship of the State's EAP to the State Disciplinary Process and how the EAP can be used as a management tool

- Describe and know when to use the three referral options:
  - Self-Referral
  - Informal Supervisor Referral
  - Formal Referral

INSTRUCTOR: Merit Behavioral Care of California, Inc.

TUITION: $50

For information regarding dates of scheduled classes and how to register, contact Darlene Schell at (916) 324-9353 or CalNet 454-9353.

Visit us on the web at www.dpa.ca.gov

PROJECT MANAGEMENT - #210 (3 days)

This workshop for project leaders or supervisors will develop your skills in the areas of planning, organizing and monitoring operations and projects. You may bring a work project to class.

At the end of the course, you will be able to:

- Use the "paired-comparison approach" to establish multiple project priorities

- Prepare project definition statements identifying project objectives

- Prepare "work-breakdown structure" diagrams

- Use a formal approach to estimate project component completion times

- Prepare "Linear Responsibility Charts" to identify project responsibilities

- Calculate cost variances, schedule variances, cost ratios, schedule ratios and critical project ratios to establish project status

- Identify different techniques for motivating project team members

- Prepare "risk assessment and planning" documents

RELATED
COURSES: #312, #320, #321, #330, #2010

INSTRUCTOR: Bill Healt / Howard Murray

TUITION: $295.00

WHEN: Section 1: July 24-26, 2002
                       Section 2: September 16-18, 2002
                       Section 3: October 30 - November 1, 2002
                       Section 4: December 9-11, 2002
                       Section 5: January 27-29, 2003
                       Section 6: March 17-19, 2003
                       Section 7: April 30 - May 2, 2003

Call us at (916) 445-5121

INTRODUCTION TO CONTINUOUS IMPROVEMENT - #305
(1 day)

You will learn the basic concepts of continuous improvement as they apply to meeting business objectives in a government setting.

At the end of this program, you will be able to:

- Define continuous improvement

- Identify your customers and what they want

- Use data to help solve problems

- Identify team processes and how they can help

- Use meetings effectively

- Understand your vision/mission

- Align policy and practice

- Deal with change and shifting paradigms

RELATED
COURSES: #310, #312, #320, #330, #815

INSTRUCTOR: Tony Carney

TUITION: $95.00

WHEN: Section 1: October 15, 2002
                  Section 2: March 6, 2003

Visit us on the web at www.dpa.ca.gov

PROBLEM SOLVING AND DECISION MAKING - #330
(4 days)

This program provides realistic experiences which allow you to integrate and apply skills in group planning, problem solving and decision making, and in facilitating positive group behaviors and processes. You will develop specific team task and relationship skills by practicing these techniques during this highly interactive workshop.

By the end of this workshop, you will be able to:

- Define a problem, write a clear problem statement, and distinguish between the terms "symptom," "root cause," and "solution"

- Utilize consensus-seeking techniques as a meaningful group process strategy

- Follow an analytical process with guidelines and criteria for identifying, analyzing and solving problems

- Use basic data collection tools and techniques

- Develop an action plan and use basic project scheduling and monitoring tools and techniques

- Provide feedback on essential training components to classmates via group problem solving project presentations

- Describe a process for making ethical decisions when all parties feel that they are "right"

- Present four effective formats for communicating and selling ideas

- Transfer training content and process into the daily work environment

RELATED
COURSES: #210, #320, #321, #623, #645

INSTRUCTOR: Joseph Clark

TUITION: $365.00

WHEN: Section 1: August 20-23, 2002
              Section 2: October 15-18, 2002
              Section 3: December 9-12, 2002
              Section 4: February 25-28, 2003
              Section 5: April 8-11, 2003
              Section 6: June 3-6, 2003

Call us at (916) 445-5121

ANALYTICAL

BUSINESS PROCESS ANALYSIS - #360 (3 days)

This class is for experienced team leaders, facilitators, quality coordinators, internal consultants, trainers and analysts who want to learn how to identify critical organizational processes, follow a structured, proven approach to redesign processes, apply systems thinking, document work flow, collect and analyze data, and implement changes.

At the end of this program, you will be able to:

- Document and explain, using a work flow diagram, the relationship between customers, suppliers, and process activities

- List and discuss basic components of general team development training and specific skills training that support process identification, analysis, and improvement

- Identify key business processes for your organization

- Identify, describe, and use the seven most common statistical tools for data collection and analysis

- Demonstrate flowcharting steps in an organizational process known to you

- Reference and describe some process improvement principles commonly used to eliminate waste typically discovered through process analysis

- Describe and apply the Plan-Do-Check-Assess (PDCA) cycle as it relates to process redesign and continuous improvement efforts

- Develop and monitor an implementation plan for changing processes in your organization to include force-field analysis

RELATED
COURSES: #330

INSTRUCTOR: Shelli Moreda

TUTION: $295

WHEN: Section 1: September 30 - October 2, 2002
                      Section 2: March 12-14, 2003

36

EFFECTIVE USE OF NUMBERS - #610 (2 days)

This program will assist you in using numerical facts to support proposals and arguments. Participants may include analysts, supervisors, or managers who lack experience and know-how in this area. If you tend to use personal persuasion, anecdotes, or a narrative approach to win your case rather than the supporting data that management needs, this program will teach you basic techniques to enhance and support your presentation with numerical facts. *Please bring a small calculator with you to the class. You are encouraged to bring a laptop computer to class with Excel (version 5.0 or later), Quattro Pro, or another spreadsheet application that has statistical analysis capability* **(ask your LAN administrator if you are unsure).**

NOTE: This course is an easy warm-up to statistics for persons who have difficulty understanding statistical concepts. Most participants who take course #610 are able to go on and take #615 (Statistics). STC will send you a brief questionnaire to help ensure that you take the course best suited to your needs. If you have not received the questionnaire by one week before the class begins, please give us a call at (916) 445-5121.

At the end of this program, you will be able to:

- Differentiate between relevant and irrelevant data

- Create a spreadsheet to simplify your work

- Use mean, median and standard deviation

- Perform ratio and trend analysis

- Support verbal and written reports with well-documented facts

RELATED
COURSES: #615

INSTRUCTOR: Dr. Steven D. Pomerantz, Ed.D.

TUITION: $185.00

WHEN: Section 1: August 28-29, 2002
                       Section 2: November 19-20, 2002
                       Section 3: January 30-31, 2003
                       Section 4: April 29-30, 2003

Call us at (916) 445-5121

INTRODUCTION TO ANALYTICAL STAFF WORK - #611
(2 days)

If you are considering a career as an analyst, this program will help you understand the role of the analyst and the basic skills required. It will also give you the opportunity to perform assignments typical to a government analyst. You will be able to assess your interest and skill level in performing analytical work and build your knowledge and confidence to advance within government service.

At the end of this program, you will be able to:
- Identify the role of the staff analyst in state service and contrast it with the role of the manager
- List the seven steps of systematic analysis
- Recognize different types of data and their application
- Design a data collection survey
- Demonstrate a spreadsheet methodology to diagnose a problem
- Recognize report formats commonly used by state analysts

RELATED
COURSES: #330, #612, #623, #6110

INSTRUCTOR: Paula A. Zaby

TUITION: $185.00

WHEN:
Section 1: July 8-9, 2002
Section 2: August 19-20, 2002
Section 3: September 9-10, 2002
Section 4: September 26-27, 2002
Section 5: October 7-8, 2002
Section 6: October 21-22, 2002
Section 7: November 7-8, 2002
Section 8: November 21-22, 2002
Section 9: December 9-10, 2002
Section 10: January 2-3, 2003
Section 11: January 13-14, 2003
Section 12: January 27-28, 2003
Section 13: February 10-11, 2003
Section 14: February 27-28, 2003
Section 15: March 10-11, 2003
Section 16: March 24-25, 2003
Section 17: April 10-11, 2003
Section 18: April 28-29, 2003
Section 19: May 5-6, 2003
Section 20: May 19-20, 2003
Section 21: June 2-3, 2003
Section 22: June 16-17, 2003

Visit us on the web at www.dpa.ca.gov

DEVELOPING ANALYTICAL SKILLS - #612 (5 days)

This comprehensive course covers each step in an analytical project from beginning to end. It explains tools and techniques necessary at different phases of the study and gives participants an opportunity to apply their knowledge to an actual work project. This course will benefit Staff Services Analysts, Management Services Technicians, Personnel Technicians, Budget Technicians, or equivalent classifications. The course is structured into two parts: *Part One* is a three-day workshop related to roles and responsibilities of analysts and the essential skills and tools required to perform analytical work. You will then spend 20-40 hours back on the job completing a study of an organizational issue. Approximately four to five weeks later, you will return for *Part Two*, a two-day session during which you will present your project orally and in writing. The instructor will assess each presentation. **Supervisor's note: you will need to work with the participant in selecting a work-related issue for study prior to attendance. You will receive instructions upon registration. You should provide the necessary work time for the participant to complete the project on the job--normally from 20-40 hours are needed.**

Upon completion of this program, you will be able to:

- Identify and describe the roles and responsibilities of analysts in State government

- Learn and apply tools for gathering and analyzing data

- Write an issue paper using a specified format

- State your analytical findings and recommendations in a ten-minute oral presentation

RELATED
COURSES: #611, #613, #621, #623, #812

INSTRUCTOR: Paula A. Zaby

TUITION: $455.00

WHEN: Section 1: July 10-12 and August 12-13, 2002
                Section 2: August 14-16 and September 16-17, 2002
                Section 3: September 3-5, and October 3-4, 2002
                Section 4: September 23-25 and October 24-25, 2002
                Section 5: October 15-17 and November 14-15, 2002
                Section 6: November 4-6 and December 5-6, 2002
                Section 7: December 2-4, 2002 & January 9-10, 2003
                Section 8: January 6-8 and February 6-7, 2003
                Section 9: January 15-17 and February 20-21, 2003
                Section 10: February 3-5 and March 6-7, 2003
                Section 11: February 24-26 and March 27-28, 2003
                Section 12: March 17-19 and April 24-25, 2003
                Section 13: April 7-9 and May 8-9, 2003
                Section 14: April 21-23 and May 22-23, 2003
                Section 15: May 12-14 and June 12-13, 2003
                Section 16: May 27-29 and June 26-27, 2003

Call us at (916) 445-5121

ANALYTICAL

PROGRAM ANALYSIS AND EVALUATION - #613 (4 days)

Analysts will be introduced to techniques for program analysis, evaluation, compliance monitoring, and cost analysis. *Please bring a small calculator with you to the class.*

At the end of this program, you will be able to:

- Develop workable problem statements and objectives

- Develop sources for data and use data collection methods

- Identify cost elements associated with a given program

- Prepare a cost analysis plan containing necessary components

- Interpret statistics for program analysis and evaluation

- Identify appropriate program evaluation criteria

- Develop workable plans for program analysis and program evaluation

- Use the State Library as a valuable resource (course includes a tour of the State Library in Sacramento)

- Prepare a report of findings

RELATED
COURSES: #615

INSTRUCTOR: Dr. Steven D. Pomerantz, Ed.D.

TUITION: $375.00

WHEN: Section 1: October 8-11, 2002
               Section 2: January 21-24, 2003
               Section 3: April 1-4, 2003
               Section 4: June 24-27, 2003

Visit us on the web at www.dpa.ca.gov

STATISTICS - #615 (4 days)

This course will introduce you to basic statistical concepts in a friendly and supportive environment. The material is presented in a graphical context with exercises for applying the concepts learned.

NOTE: Please bring a small calculator with you to the class.You are encouraged to bring a laptop computer with Excel (version 5.0 or later), Quattro Pro, or another spreadsheet program that has statistical analysis capability (ask your LAN administrator if you are unsure).

Some participants may find it better to take course #610, Effective Use of Numbers first. STC will send you a brief questionnaire to help you decide if you should take #610 before enrolling in this course. If you have not received the questionnaire by one week before the class begins, please give us a call at (916) 445-5121.

PREREQUISITE: It is essential that you have completed high school mathematics, including algebra. Any study of statistics presumes basic math knowledge.

At the end of this program, you will be able to:

- Understand basic statistical concepts, sampling, and sample size

- Create a frequency distribution and a chart or graphic presentation

- Calculate central tendency measures: mean, median, and mode

- Calculate measures of variance: standard deviation

- Calculate and interpret tests of significance: t-test, ANOVA, Chi Square, Correlation/Regression, and Spearman r.

- Calculate a test of correlation

RELATED
COURSES: #610

INSTRUCTOR: Dr. Steven D. Pomerantz, Ed.D.

TUITION: $365.00

WHEN: Section 1: September 3-6, 2002
                      Section 2: February 18-21, 2003
                      Section 3: May 27-30, 2003

ANALYTICAL

COMPLETED STAFF WORK - #623 (2 days)

This course for analysts will prepare you to effectively recommend solutions to management problems. The completed staff work process results in a product that will require only the manager's signature to implement recommendations. ***NOTE: You should bring an example of a problem that you are working on or might work on in the future. It should be a problem that is expected to be resolved with a recommendation to your management.***

At the end of this program, you will be able to:

- Identify barriers/problems that may be encountered in doing staff work and alternative solutions to overcoming those barriers

- Identify factors to consider when preparing a recommendation

- Demonstrate a 7-step approach in analyzing a practical, work-related case

- Prepare a written recommendation using the "action memo" format

RELATED
COURSES: #611, #330, #6230

INSTRUCTOR: Bill Healt / Howard Murray

TUITION: $195.00

WHEN:
     Section 1: July 11-12, 2002
     Section 2: July 22-23, 2002
     Section 3: August 12-13, 2002
     Section 4: August 19-20, 2002
     Section 5: September 5-6, 2002
     Section 6: September 19-20, 2002
     Section 7: September 30 - October 1, 2002
     Section 8: October 15-16, 2002
     Section 9: October 28-29, 2002
     Section 10: November 12-13, 2002
     Section 11: November 25-26, 2002
     Section 12: December 12-13, 2002
     Section 13: January 2-3, 2003
     Section 14: January 21-22, 2003
     Section 15: January 30-31, 2003
     Section 16: February 10-11, 2003
     Section 17: February 18-19, 2003
     Section 18: February 27-28, 2003
     Section 19: March 6-7, 2003
     Section 20: March 20-21, 2003
     Section 21: April 1-2, 2003
     Section 22: April 14-15, 2003
     Section 23: April 28-29, 2003
     Section 24: May 12-13, 2003
     Section 25: May 27-28, 2003
     Section 26: June 9-10, 2003

Visit us on the web at www.dpa.ca.gov

COST/BENEFIT ANALYSIS WORKSHOP - #645 (2 days)

This two-day workshop for analysts and managers will help you become more proficient in the use of Cost-Benefit Analysis (CBA). You will learn when and how to use this resource allocation tool to augment your budgeting and cost-analysis skills. This course takes a hands-on, practical approach and assists you in applying CBA to a problem specific to your work setting. This course also provides you with direction for developing a cost-benefit analysis which can be submitted with a budget change proposal.

NOTE: You are asked to bring supporting material which applies to a past, upcoming, or potential budget change proposal for your work unit, e.g., (computer printouts, standards from professional associations or journals, or various public reports) which can quantify a particular program or project for which you may request funding.

At the end of this workshop, you will be able to:

- List at least three instances when cost-benefit analysis is an appropriate tool for management decision-making

- Enumerate the assumptions of cost-benefit analysis

- Discount a stream of cash flows, given a particular discount rate

- Explain the general model for a cost-benefit analysis problem

- Successfully apply and compute the cost-benefit analysis procedure for two different problems

- Distinguish between cost-benefit and cost-effectiveness analysis

- Describe one scenario relative to a work setting, pose it as a cost-benefit analysis model from these data

RELATED
COURSES: #330, #613

INSTRUCTOR: Frankie Harrison

TUITION: $185.00

WHEN: Section 1: October 10-11, 2002
                         Section 2: April 3-4, 2003

Call us at (916) 445-5121

COMMUNICATION

MEDIA SKILLS WORKSHOP - #260 (1 day)

This class is for ANYONE who must respond to media inquiries, testify before boards or commissions, or appear before the public in any other role. You will participate in an on-camera exercise which will be critiqued in class. Class size is limited to 8 participants to allow for more intense participation.

At the end of this program, you will be able to:

- Determine what the reporter wants and how you can respond effectively with confidence and assurance

- Demonstrate techniques to gracefully handle impromptu or difficult interviews

- Anticipate difficult questions

- Prepare answers that lend credibility to your program

- Recognize how news sources may use their power to intimidate; discuss techniques to reduce this intimidation

RELATED
COURSES: #812, #820

INSTRUCTOR: Norm Hartman

TUITION: $275

WHEN: Section 1: October 28, 2002
              Section 2: January 13, 2003
              Section 3: May 12, 2003

Visit us on the web at www.dpa.ca.gov

NEGOTIATION SKILLS WORKSHOP - #264 (2 days)

This workshop for all employees will improve your ability to reach an agreement using effective negotiation skills. This is not a course in labor-management negotiation.

At the end of this program, you will be able to:

- Develop the skills of effective negotiators

- Plan for negotiations

- Identify dirty tricks, gambits, and obstacles that may be encountered during negotiations

- Break down barriers to effective communication

- Locate power sources and use them to your best advantage

- Participate in mutual agreements

RELATED
COURSES: #345, #420, #816

INSTRUCTOR: Robert Jerome, Ph.D.

TUITION: $185

WHEN: Section 1: September 19-20, 2002
              Section 2: November 25-26, 2002
              Section 3: February 13-14, 2003
              Section 4: May 15-16, 2003

COMMUNICATION

MANAGING MEETINGS - #312 (2 days)

This two-day class is for team leaders, project managers, supervisors, or anyone else who conducts meetings at work. It is interactive in nature, giving participants practice in several different roles at meetings. Participants will learn how to plan for meetings and what to do ahead of time, how to start meetings, role clarification in meetings, facilitation, and how to work with difficult attendees, topics and deadlines.

Processes used in this workshop include lecturettes, class discussion, role modeling, small group discussions, visual aids, and practice.

At the end of this program, you will be able to:

- List the three criteria that define a successful meeting

- Plan for productive meetings, including meeting type, agenda, room setup and preparation

- Facilitate enjoyable meetings that encourage participants to stay on track with a productive focus

- Describe the four decision making styles in meetings

- Deal with meeting obstacles including various participant, content, and process problems

- Evaluate meetings for effectiveness and efficiency

RELATED
COURSES: #320, #321, #325

INSTRUCTOR: Marti Andrews

TUITION: $185.00

WHEN: Section 1: September 24-25, 2002
                Section 2: January 29-30, 2003
                Section 3: May 28-29, 2003

FACILITATOR'S WORKSHOP - #320 (2 days)

In this course, you will learn various techniques, skills and methods that will enable you to facilitate group meetings, discussions and brainstorming sessions.

At the end of this program, you will be able to:

- Apply specific behaviors to attain desired climate and results in meetings

- Generate and moderate discussion

- Use techniques of problem-analysis and decision-making in a team setting

- Maintain interest and involvement for all team members

- Utilize effective verbal skills to keep group discussion on course and focused

RELATED
COURSES: #310, #312, #321, #325

INSTRUCTOR: Chaim Eyal, Ph.D.

TUITION: $185.00

WHEN: Section 1: August 26-27, 2002
              Section 2: September 30 - October 1, 2002
              Section 3: March 5-6, 2003
              Section 4: April 21-22, 2003
              Section 5: June 9-10, 2003

COMMUNICATION

ADVANCED FACILITATOR'S WORKSHOP - #321 (2 days)

In this course for experienced instructors, course leaders and facilitators, you will learn techniques, skills, and methods that will enable you to facilitate sensitive and complex group decision-making processes.

At the end of this program, you will be able to:

- Diagnose and "read" a group

- Understand your own facilitation style and learn strategies to adapt your style when necessary

- Develop methods for handling emotionally-charged interaction among group members who possess strongly diverse opinions

- Identify and design intervention strategies for the problems/development stage/objectives of the group

- Obtain constructive feedback about your effectiveness as a facilitator

RELATED
COURSES: #310, #312, #320, #325

INSTRUCTOR: Dr. Steven D. Pomerantz, Ed.D.

TUITION: $185.00

WHEN: Section 1: October 28-29, 2002
              Section 2: March 26-27, 2003

KNOWLEDGE MAPPING - #323 (2 days)

Learn powerful tools that are easy to use with infinite applications for recording and communicating information. Knowledge maps are visual representations that help us create, store, modify, recall, and share information. By using the tools in tis course to form pictorial networks (maps), we can tap and expand our individual and group creativity.

During Day 1 you experience knowledge mapping tools that may be used for meetings, analysis, problem solving, decision making, planning, discussing, recording, and transferring information. During Day 2 you apply the skills by sharing a knowledge map that you develop in your own subject area, or you facilitate a brief session to capture class input into a spontaneous map on an erasable board. The variety of mapping demonstrations provides additional practice with the tools, and a treasure chest with documented copies of ideas to apply back on the job. All levels of State employees may benefit from these fun, effective, and yet simple tools.

Course participants will acquire the following skills:

- Compare and contrast traditional planning methods (e.g., outlining) versus knowledge maps

- Create visual displays of interrelated knowledge

- Apply effective reasoning skills to analyze complex issues

- Integrate multiple perspectives in a meaningful and disciplined manner

- Identify computer software that can be used for knowledge mapping

- Demonstrate how to use knowledge maps to transfer information to others

RELATED
COURSES: #320, #321, #322, #330

INSTRUCTOR: Amy Ackerman, Ph.D.

TUITION: $245.00

WHEN: Section 1: November 4-5, 2002
                          Section 2: February 24-25, 2003

Call us at (916) 445-5121

COMMUNICATION

TELEPHONE COMMUNICATION - #510 (1 day)

This class will help you effectively use the telephone to promote a positive, professional image of you and your organization.

At the end of this program, you will be able to:

- Use appropriate greeting and closing techniques

- Demonstrate several methods of overcoming listening barriers while on the phone

- Handle multiple incoming and outgoing calls, place calls on hold, screen and transfer calls

- Use effective telephone listening strategies

- Give and receive information clearly

- Deal with irate or difficult callers

- Use Voice Mail efficiently

RELATED
COURSES: #509, #813, #815, #816, #820

INSTRUCTOR: Katrina Kennedy

TUITION: $95.00

WHEN: Section 1: August 7, 2002
                       Section 2: November 4, 2002
                       Section 3: January 22, 2003
                       Section 4: April 30, 2003

Visit us on the web at www.dpa.ca.gov

RECORDING MINUTES ACCURATELY - #511 (1 day)

This workshop will teach you the basics of minute taking and the ability to recognize key words to accurately record the action taken by the group. During the class you will record, correct, and amend minutes.

By the end of this workshop, you will be able to:

- Identify and list the characteristics of an effective recorder

- Generate thought provoking questions to enhance the productivity of any meeting

- Establish and maintain an effective minute recording system

- Clarify, summarize, and organize meeting dialogue generated by the group meeting into comprehensive future actions to be accomplished

- Identify individuals responsible for action items and the date of proposed completion

- Assist the meeting leader in creating easy to follow meeting agendas and notices of future meetings

- Revise and/or amend meeting minutes, if needed

RELATED
COURSES: #515, #813

INSTRUCTOR: Suzan Vaughn

TUITION: $95.00

DATES: Section 1: November 12, 2002
                Section 2: May 5, 2003

COMMUNICATION

PRINCIPLES OF MULTIMEDIA PRESENTATIONS - #811
(1 day)

This course will teach you the principles and give you practical experience in using commercial software in the preparation and delivery of presentations. The course is not intended to instruct you in any particular presentation software. The goal is to train you in the techniques, methods, and principles of incorporating the power of computer programs into the process of preparing and delivering presentations.

At the end of this program, you will be able to:

> • Understand the principles of effective visual presentation

> • Effectively use visuals and graphic elements in your presentations

> • Create a presentation that is aesthetically and visually enhanced

> • Use the computer as an aid rather than be its slave

RELATED
COURSES: #812, #820

INSTRUCTOR: Chaim Eyal, Ph.D.

TUITION: $125.00

DATES: Section 1: September 19, 2002
              Section 2: February 13, 2003
              Section 3: April 1, 2003

EFFECTIVE PRESENTATIONS - #812 (2 days)

Speaking in front of an audience is rated the number one anxiety-causing experience for many people. In this course, you will learn how to overcome nervousness and fear and how to deliver an interesting, stimulating and effective presentation. Utilizing video tools, you will learn and practice various techniques and methods, receive individualized coaching, and practice your existing and new skills in a supportive and encouraging enviroment.

At the end of this program, you will be able to:

- Use a consistently practical process to plan, organize, and deliver information to an audience

- Recognize and overcome your nervousness and apprehension; increase your confidence and comfort level

- Deliver interesting and memorable presentations

- Respond to audience questions in a professional and constructive manner

- Prepare and use visuals to enhance your message

RELATED
COURSES: #811, #816, #820, #908

INSTRUCTOR: Chaim Eyal, Ph.D.

TUITION: $245.00

WHEN: Section 1: August 7-8, 2002
             Section 2: August 21-22, 2002
             Section 3: September 11-12, 2002
             Section 4: October 9-10, 2002
             Section 5: October 28-29, 2002
             Section 6: November 25-26, 2002
             Section 7: December 4-5, 2002
             Section 8: January 27-28, 2003
             Section 9: February 10-11, 2003
             Section 10: March 12-13, 2003
             Section 11: April 14-15, 2003
             Section 12: May 5-6, 2003

Call us at (916) 445-5121

COMMUNICATION

EFFECTIVE LISTENING - #813 (1 day)

This workshop offers practical tools and techniques to help you become a better active listener. You will learn to use your listening skills as effective tools in your interactions with others.

At the end of this program, you will be able to:

- Use several techniques of active listening

- Recognize and avoid poor listening behaviors

- Effectively provide and encourage feedback

- Lead others to become active listeners

RELATED
COURSES: #816

INSTRUCTOR: Chaim Eyal, Ph.D.

TUITION: $95.00

WHEN: Section 1: August 28, 2002
              Section 2: October 31, 2002
              Section 3: November 18, 2002
              Section 4: January 2, 2003
              Section 5: February 18, 2003
              Section 6: March 27, 2003
              Section 7: May 20, 2003

Visit us on the web at www.dpa.ca.gov

INTERPERSONAL COMMUNICATION - #816 (2 days)

This course will help you to interact more effectively with others, to increase your ability to understand and be understood, and to better be able to impact behavior, both yours and of those around you.

At the end of this program, you will be able to:

- Apply an understanding of the communication process to your interactions with others

- Recognize the role of perceptions and assumptions in communication

- Identify and avoid communication barriers and obstacles

- Listen effectively and provide meaningful feedback

- Recognize attitudes and their impact on communication and behavior

- Effectively use an understanding of non-verbal communication in your interpersonal interactions

RELATED
COURSES: #311, #335, #345, #420, #813, #820, #8160

INSTRUCTOR: Chaim Eyal, Ph.D.

TUITION: $185.00

DATES: Section 1: August 5-6, 2002
Section 2: August 19-20, 2002
Section 3: October 7-8, 2002
Section 4: November 12-13, 2002
Section 5: December 11-12, 2002
Section 6: March 3-4, 2003
Section 7: March 18-19, 2003
Section 8: March 25-26, 2003
Section 9: April 16-17, 2003
Section 10: May 21-22, 2003
Section 11: June 11-12, 2003

Call us at (916) 445-5121

DIVERSITY IN THE WORKPLACE - #267 (2 days)

You will learn how stereotypes and subconscious prejudices are harmful to workplace harmony and productivity. The course will also provide basic skills for managers and staff to adapt to the demographic changes of our workers and clientele to assure the workplace provides equal opportunity and a safe environment to culturally diverse workers. Issues of race, gender, disability, religion, ethnicity, sexual orientation, and national origin will be discussed.

At the end of this program, you will be able to:

- Recognize stereotypes as barriers to effective communication

- Recognize cultural preferences and communicate across cultures

- Recognize behaviors that create fear and conflict in a diverse workplace

- Appreciate the value of diversity in an organization

- Responsibly handle cultural conflict, over-sensitivity, resentment and accusation of prejudice

RELATED
COURSES: #220, #311

INSTRUCTOR: Robert Gallegos & Priscilla Silvey

TUITION: $185.00

DATES: Section 1: July 25-26, 2002
                       Section 2: November 25-26, 2002
                       Section 3: February 13-14, 2003
                       Section 4: May 15-16, 2003

Visit us on the web at www.dpa.ca.gov

UNDERSTANDING YOURSELF AND OTHERS - #311 (1 day)

This one-day course is an excellent way for participants to increase effectiveness and understanding of others in the workplace. It utilizes the Personal Profile System®, an instrument that is widely known and respected in the field of organizational development. It is self-reporting and provides instant feedback to participants.

The Personal Profile uses a four-part (DISC) model to generally explain, understand and interpret behavior, both for ourselves and others. It is a non-threatening way to present information about personality styles so they can be viewed in a positive light. Then, it gives more specific personality information to individuals in order to build on strengths and minimize weaker areas.

Results and benefits of this training include knowing ourselves better, an easy-to-remember model for understanding others, and specific ways of being effective with people in the workplace.

At the end of this program, you will be able to:

- • Describe the four dimensions of personality and how each operates at work

- • Identify their own work behavioral style(s) as well as the strengths and weaknesses of each style

- • Improve work relationships through a greater understanding of different behaviors, motivations, and relationship patterns

- • Increase effectiveness at work based upon valuing various work styles and what each has to contribute to the team

RELATED
COURSES: #320, #345, #420, #816

INSTRUCTOR: Marti Andrews

TUITION: $95.00

WHEN: Section 1: September 26, 2002
                 Section 2: November 12, 2002
                 Section 3: March 13, 2003
                 Section 4: June 3, 2003

Call us at (916) 445-5121

STRESS MANAGEMENT - #335 (1 day)

This one-day course will teach you coping techniques to reduce harmful effects of stress on productivity and personal well-being.

At the end of this program, you will be able to:

- Recognize three ways we react to stress, including flight, fight, and faint

- Describe how stress may affect our well being: emotionally, mentally, physically, and spiritually

- Identify and reduce stress producers found in the workplace

- Use time management and organization of workflow to lower stress

- Experience positive effects of stress using "bright side" attitudes

RELATED
COURSES: #311, #340, #810

INSTRUCTOR: Robert Jerome, Ph.D.

TUITION: $95.00

DATES: Section 1: October 1, 2002
                        Section 2: December 2, 2002
                        Section 3: February 10, 2003
                        Section 4: March 4, 2003
                        Section 5: June 24, 2003

TIME MANAGEMENT - #340 (1 day)

This workshop offers you practical techniques for accomplishing more in less time.

At the end of this course, you will be able to:

• Identify and overcome time wasters

• Use organization tools to save time on the job

• Deal with unexpected visitors

• Apply ten time-saving techniques to conquer paper pile-up

• Better organize your workplace

• Identify individual creative time and use that time to your advantage

RELATED
COURSES: #421, #810

INSTRUCTOR: Robert Jerome, Ph.D.

TUITION: $95.00

WHEN: Section 1: July 10, 2002
                Section 2: August 12, 2002
                Section 3: September 18, 2002
                Section 4: October 17, 2002
                Section 5: November 4, 2002
                Section 6: January 6, 2003
                Section 7: March 10, 2003
                Section 8: April 28, 2003
                Section 9: June 30, 2003

CONFLICT MANAGEMENT - #345 (2 days)

This workshop provides you with ways of understanding how and why conflict often arises and the basic skills necessary for conflict management. You will be given an opportunity to address specific personal situations that you may be experiencing. Case studies are used to give you practice in dealing with conflicts in a way that encourages needs-based, win-win outcomes.

At the end of the course you will be able to:

- Determine when conflict can be used for positive growth and when conflict will be destructive

- Recognize and identify types and sources of conflict

- Demonstrate appropriate styles of conflict management

- Identify and demonstrate the "Eight Step" model of conflict management

- Control your anger and successfully deal with others' anger

RELATED
COURSES: #311, #312, #320, #325, #420, #816

INSTRUCTOR: Dr. Steven D. Pomerantz, Ed.D.

TUITION: $185.00

WHEN: Section 1: August 26-27, 2002
               Section 2: October 15-16, 2002
               Section 3: November 21-22, 2002
               Section 4: February 13-14, 2003
               Section 5: March 24-25, 2003
               Section 6: May 15-16, 2003

Visit us on the web at www.dpa.ca.gov

DEALING WITH DIFFICULT PEOPLE - #420 (1 day)

Through a variety of exercises, including role plays and self-analysis, you will practice strategies for dealing with difficult people.

At the end of this program, you will be able to:

- Identify different types of difficult people

- Describe methods that can be used to deal with difficult people

- Identify your behavioral style and how you interact with other styles

- Modify your behavior to improve interpersonal relations

- Identify when you are being a difficult person

- Effectively give and receive criticism

RELATED
COURSES: #311, #345, #816, #820

INSTRUCTOR: Katrina Kennedy

TUITION: $95.00

WHEN: Section 1: August 5, 2002
                 Section 2: September 3, 2002
                 Section 3: September 16, 2002
                 Section 4: September 23, 2002
                 Section 5: October 17, 2002
                 Section 6: October 30, 2002
                 Section 7: January 16, 2003
                 Section 8: February 19, 2003
                 Section 9: March 17, 2003
                 Section 10: April 14, 2003
                 Section 11: June 18, 2003

TIME MANAGEMENT FOR MANAGERS - #421 (1 day)

This program provides supervisors and managers with critical skills in goal setting, assigning time and priority levels to conflicting projects, and the use of planning tools.

At the end of this seminar, you will be able to:

- Identify time wasters and use time saving tips

- Establish goals, objectives, milestones, and priorities

- Organize work areas by conquering paper pile-up

- Manage time of staff using delegation and team concepts

- Systematically overcome stress and crisis management

RELATED
COURSES: #340, #810

INSTRUCTOR: Robert Jerome, Ph.D.

TUITION: $95.00

WHEN: Section 1: January 30, 2003
                      Section 2: June 25, 2003

CUSTOMER SERVICE EXCELLENCE - #815 (1 day)

This workshop builds people skills and identifies critical issues necessary to improve customer relations.

At the end of this course, you will be able to:

- Define the basics of quality customer service

- Use humor, separation, active listening, and modeling to provide exceptional service

- Control angry or upset customers

- Apply techniques to create positive rapport with customers

- Identify ways to deal with customer complaints and attitudes

- Describe techniques to solve customer problems

RELATED
COURSES: #311, #510, #816

INSTRUCTOR: Robert Jerome, Ph.D.

TUITION: $95.00

DATES: Section 1: July 15, 2002
                      Section 2: September 9, 2002
                      Section 3: October 18, 2002
                      Section 4: November 18, 2002
                      Section 5: January 13, 2003
                      Section 6: March 3, 2003
                      Section 7: May 5, 2003
                      Section 8: June 23, 2003

MANAGEMENT CERTIFICATE PROGRAM - #100 (9 days)

Managers in a public sector environment are faced with challenges that seem to go beyond their counterparts in the private sector. Public sector managers must be able to look at problems from many angles, synthesize data from many sources, craft solutions by drawing upon varied bodies of knowledge and engage in reflective practice to serve the public. This series of 7 courses presents ideas, techniques and tools to maximize the public manager's potential for success. Organizational change, productivity, budgets, political accountability, ethics, personnel performance and motivation as well as fundamental management practices are issues that will be covered in the program. Recognized experts in their field who are aware of the challenges in the public environment teach each seminar. Participants will have opportunities for networking, discussion and peer-learning.

Session 1: The Proactive Manager - 1 day
- Anticipate and respond to a changing environment
- Leadership skills for proactive management
- Plan for possible skill shortages caused by budget adjustments
- Make efficient use of self-directed work teams
- Create and maintain a strong corporate culture

Session 2: Management Tool Kit - 1 day
- Impact of employee needs on the organization
- Dealing with ethical issues in the workplace
- Building empowerment through effective delegation
- Building partnerships within your organization
- Developing personal leadership strategies

Session 3: Creating a Shared Commitment to Quality - 2 days
- Traditional management vs. continuous improvement
- Customer satisfaction defines quality
- Using teams to solve problems
- Organizational systems that support successful strategies
- Structuring the workforce to meet organizational and customer needs

Session 4: Strategic Management - 2 days
- What is strategic management?
- Analyzing strategies for maximum performance
- Examining your organization's strengths, weaknesses, opportunities, and threats (SWOT)
- Using synergy to promote effective strategies

Visit us on the web at www.dpa.ca.gov

Session 5: Performance Management - 1 day
- The need and use of an effective performance management system
- Matching people with the organization
- Identify the causes of performance deficiencies and help employees develop job skills
- Balance task requirements with employee satisfaction
- Assist employees' development through mentoring, coaching, and feedback
- Develop an appropriate reward and recognition system

Session 6: Creating an Inclusive Workplace (Diversity) - 1 day
- Exploring non-traditional roles for organizational success
- Managing differences to create a positive impact
- Model your commitment for increased productivity
- Capitalize on workforce diversity

Session 7: The Human Approach to Change Management - 1 day
- Leadership skills in effective change management
- Positive and negative changes can have traumatic results
- The importance of "vision" in change management
- The manager's role as a "change agent"
- Techniques for overcoming resistance to change

INSTRUCTOR: California State University, Sacramento (CSUS) - Various Instructors

TUITION: $950 per track (all 9 days)

WHEN: **Track A:** Oct. 4, Oct. 18, Oct 30, Nov. 1, Nov. 13, Nov. 15, Dec. 2, 2002, Jan. 6, Jan. 31, 2003

Track B: Jan 15, Feb. 7, Feb. 19, Feb. 21, Mar. 5, Mar. 7 Mar. 17, Mar. 24, April 11, 2003

Track C: Mar. 14, Apr. 4, Apr. 23, Apr 25, May 7, May 9, May 19, June 2, June 20, 2003

Call us at (916) 445-5121

STRATEGIC PLANNING WORKSHOP - #111 (3 days)

For managers, planning team members, and analysts, this workshop introduces the concepts and processes involved in developing, implementing and maintaining a strategic plan. **This workshop is often taken in concert with Performance Measurement (#112) and Activity Based Costing (#113).** Taken in series, these workshops will provide you with the foundation you need for developing a strategic plan in your department.

At the end of the program, you will be able to:

- Perform internal & external assessment of your organization

- Write mission, vision, and value statements

- Draft goals and objectives for your organization

- Write performance measures that show when a goal has been achieved

- Write an action plan describing the steps to achieve an objective

- Align workforce development programs with your strategic plan

RELATED
COURSES: #112, #113, #642, #2070

INSTRUCTOR: Tony Carney

TUITION: $345.00

WHEN: Section 1: October 16-18, 2002
              Section 2: March 3-5, 2003

PERFORMANCE MEASUREMENT - #112 (2 days)

This course for managers, strategic planning team members, and analysts will help participants assess the performance of their organization, understand how to make comparisons about performance, and identify areas for improvement. **Combined with #111 (Strategic Planning Workshop), and #113 (Activity Based Costing),** this course will provide the foundation to help you develop a strategic plan in your department.

At the end of this program, you should be able to:

- Develop performance measures to ensure accountability in your department's strategic plan

- Identify, define and validate potential indicators

- Establish systems and methods to capture performance data

- Link performance measurement to management processes and systems

- Compare performance with other organizations

- Report and analyze performance results; make adjustments as needed

- Organize and prioritize performance measures

- Use feedback and communication tools

RELATED
COURSES: #111, #113, #642

INSTRUCTOR: Tony Carney

TUITION: $315.00

WHEN: Section 1: November 12-13, 2002
                      Section 2: May 27-28, 2003

MANAGEMENT & SUPERVISION

ACTIVITY BASED COSTING - #113 (2 days)

Put your strategic planning development in gear as you learn about the factors that drive costs. As a manager, strategic planing team member, team leader, or analyst, you will learn valuable skills to help your organization move forward. **Combined with course #111 (Strategic Planning Workshop), and #112 (Performance Measurement)**, this course will provide the foundation to help you develop a strategic plan in your department.

At the end of this workshop, you will be able to:

- Identify services to be costed

- Define cost drivers, cost pools and cost categories

- Determine allocation methods and develop a model, analyze results, update model and monitor results

- Create a comprehensive menu of services

- Understanding what drives service costs

- Create a budget which clearly links spending to services

RELATED
COURSES: #111, #112, #642

INSTRUCTOR: Tony Carney

TUITION: $315.00

WHEN: Section 1: November 14-15, 2002
                         Section 2: May 29-30, 2003

Visit us on the web at www.dpa.ca.gov

CALIFORNIA LEADERSHIP INSTITUTE - #150

The CLI program is a unique experience for California executives to come together in one forum to share innovative ideas, network, and provide an opportunity to enhance intergovernmental relationships. More than 130 government executives have graduated from CLI.

Bringing California's Leaders Together: CLI brings California's leaders together to provide a rich combination of skills and experiences. You will:

- Share knowledge through networking and class interaction with other participants, university faculty and distinguished speakers
- Develop contacts and resources among other State executives
- Identify "best practices" in use to avoid "re-inventing the wheel"
- Learn how to better serve California's citizens through enhanced customer service

Course Curriculum and Program: The program is 14 days in length and consists of a one-day orientation session in Sacramento, a five-day residential session off-site, and four two-day sessions in Sacramento.

CLI courses include:

- Leadership and Ethics
- Leaders as Team Consultants
- Customer Service Principles
- Working with the Media
- Policy Making
- Technology and e-Government
- Organizational Motivation Concepts and Strategies
- Application of Systems Concepts and Practices
- Strategic Directions and the Role of Government
- Intergovernmental Relationships and Dependencies
- Role of Labor and Management

In addition to the formal classroom experience, each participant will work on a team interagency project. These projects are a significant part of the learning experience during CLI. Each project will have a sponsor at the deputy secretary, deputy director or director level.

Participation in CLI: *Appointing authorities nominate executives for this unique educational program. Participants will be selected from top-level policy and executive positions (SSM III and above) including the governor's cabinet level secretaries, undersecretaries, departmental directors, chief deputy directors, high-level managers, staff representing the Legislature, judicial representatives, and top executives in Career Executive Assignments (CEAs) and local government.*

TUITION: $4,000   **WHEN:** Program is offered twice per fiscal year
(call for more information)

Call us at (916) 445-5121

INTERVIEWING FOR EMPLOYEE SELECTION - #225 (1 day)

This one-day class helps participants develop the skills and awareness to assist them in the interview process.

Employers are in a difficult position when attempting to distinguish between people who can interview well versus people who can do the job well, and people who can do both. This class is based on the fact that past behaviors are the best predictors of future behaviors.

Participants learn interview preparation, candidate screening, question development, answer assessment, interviewing styles, and the selection process. Finding a good match saves time, money, and trouble for both the organization and the employee.

At the end of this program, you will be able to:

- Help candidates feel at ease so they can answer questions accurately

- Develop various types of legal and relevant interview questions

- Elicit specific examples of behavior-based competencies from candidate's work histories

- Evaluate candidate qualifications using a rating scale

- Prevent and avoid common interviewing mistakes

- Identify legal considerations for reference checking

INSTRUCTOR: Marti Andrews

TUITION: $95.00

WHEN: Section 1: November 14, 2002
                Section 2: June 5, 2003

PERFORMANCE APPRAISAL - #230 (2 days)

During this course for supervisors and managers, you will learn the knowledge and skills necessary to prepare, plan, and conduct performance appraisals and communicate expectations and results.

At the end of this program, you will be able to:

- Prepare and plan the performance appraisal and communicate expectations and results

- Develop job performance standards and measurements

- Inventory your own personality style and recognize the personality styles of your employees

- Demonstrate how to monitor and improve job performance by using coaching, counseling, and motivational techniques

- Document all key aspects of an employee appraisal and development interview

- Conduct an appraisal and development interview in a work-team exercise

RELATED
COURSES: #240, #415, #2300

INSTRUCTOR: Bill Healt / Howard Murray

TUITION: $210.00

WHEN: Section 1: July 8-9, 2002
Section 2: October 2-3, 2002
Section 3: January 23-24, 2003
Section 4: April 16-17, 2003

MANAGEMENT & SUPERVISION

STATE DISCIPLINE PROCESS - #240 (2 days)

This course for supervisors and managers addresses the specific technical aspects of the State of California's disciplinary process. You will also learn proactive management techniques to minimize the need for formal disciplinary action.

At the end of this course, you will be able to:

- Identify the goal of discipline and the three phases of progressive discipline

- Use the performance analysis worksheet to analyze a performance problem and identify the appropriate type of corrective action

- Provide constructive feedback relating to hypothetical performance deficiencies

- Discuss the types of acceptable evidence necessary for taking corrective action

- Use the "Corrective Action Guideline" to prepare a corrective memo

- Identify the formal steps involved in taking corrective disciplinary action

- Identify the formal steps in taking adverse action and the type of adverse actions currently approved by the State

- Identify the causes of action for which an adverse action may be taken

- Apply the principles involved in Skelly, Robinson, Coleman and other State-related legal decisions

RELATED
COURSES: #230

INSTRUCTOR: Bill Healt / Howard Murray

TUITION: $185.00

WHEN: Section 1: September 3-4, 2002
                         Section 2: November 14-15, 2002
                         Section 3: January 13-14, 2003
                         Section 4: February 20-21, 2003
                         Section 5: April 3-4, 2003
                         Section 6: May 29-30, 2003

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LABOR RELATIONS AND GRIEVANCE HANDLING - #250
(2 days)

This course will provide you with the basic knowledge necessary to function in the labor/management environment.

NOTE: This program is restricted to 1) employees who are designated by the Public Employment Relations Board as managerial, supervisory, or confidential, or 2) employees who are responsible for managing the collective bargaining process within a department.

At the end of this course, you will be able to:

- Define labor relations terms and their application

- Apply a cooperative problem-solving approach in labor-management relations

- Understand management roles and responsibilities in the labor relations process

- Handle and resolve grievances

- Describe principles and techniques of contract administration

- Understand collective bargaining process

- Determine when an employee is entitled to representation rights of the employee and the union

- Work effectively with an employee advocate

- Discuss the requirements of the Fair Labor Standards Act (FLSA)

INSTRUCTOR: DPA Labor Relations Staff

TUITION: $185.00

WHEN: Section 1: October 21-22, 2002
               Section 2: February 10-11, 2003
               Section 3: April 24-25, 2003

MANAGEMENT & SUPERVISION

INTRODUCTION TO TEAM BUILDING - #310 (2 days)

New team leaders will learn the basic concepts of building and maintaining an effective team. The DISC Personal Profile System TM will help you to understand the individual contributions each member brings to team efforts. Team leaders who need a refresher in basic team concepts or new groups who can attend together may also benefit. ***Groups experiencing conflict would benefit from our "Conflict Management" Course (#345).***

At the end of this program, you will be able to:

> • Identify characteristics of effective teams
>
> • Recognize and value individual contributions
>
> • Identify the stages of team development
>
> • Apply natural preferences to team settings
>
> • Deal with differences
>
> • Identify strategies for team building
>
> • Overcome common team obstacles
>
> • Explain effective methods for handling decisions and conflict
>
> • List key communication issues necessary to team effectiveness
>
> • Recognize key points to achieve effective team meetings
>
> • List the qualities of effective team leaders

RELATED
COURSES: #312, #320, #321, #325

INSTRUCTOR: Katrina Kennedy

TUITION: $185.00

WHEN: Section 1: October 31 - November 1, 2002
                Section 2: March 6-7, 2003

Visit us on the web at www.dpa.ca.gov

LEADERSHIP - #315 (2 days)

This course is intended for supervisors and managers. It will explore various leadership approaches and their practical application to management. You will identify your leadership style and your strengths and will have an opportunity to focus on improving your leading skills.

At the end of this program, you will be able to:

- Recognize sources of leadership power

- Distinguish between leadership and management

- Identify your personal leadership style

- Delegate effectively

- Use team-building techniques to enhance your leadership skills

- Manage conflict intelligently and productively

RELATED
COURSES: #311, #405

INSTRUCTOR: Chaim Eyal, Ph.D.

TUITION: $185.00

WHEN: Section 1: September 9-10, 2002
              Section 2: April 23-24, 2003:

MANAGEMENT & SUPERVISION

COACHING WORKSHOP - #401 (1 day)

This workshop is intended for supervisors, managers, and leadpersons who need to guide and teach staff using brief encounters rather than formal lengthy training sessions. You will learn the fundamentals of information and knowledge transfer, variations in learning styles, and specific methods of effectively coaching individuals to use new skill and knowledge.

At the end of the workshop, you will be able to:

- List the principles of effective coaching

- Assess your own coaching skills

- Identify coaching opportunities and needs

- Describe and apply the necessary steps in the coaching process

INSTRUCTOR: Chaim Eyal, Ph.D.

TUITION: $95.00

WHEN: Section 1: November 14, 2002
                        Section 2: April 28, 2003

LEADPERSON WORKSHOP - #405 (3 days)

This program for lead persons will teach you how to coordinate the efforts of a workgroup. At the end of this program, you will be able to:

- Define and compare the role and duties of lead person vs. supervisor

- Identify various styles of leadership and sources of power

- Use effective techniques for communicating and listening

- Illustrate delegation and development skills

- Define steps for implementing change

- Recognize a variety of motivation methods

- Explain conflict resolution skills

- List the steps of systematic goal setting and planning

- Describe the key stages for team building

RELATED
COURSES: #311, #312, #315, #320, #325, #816

INSTRUCTOR: Joseph Clark

TUITION: $275.00

WHEN: Section 1: July 17-19, 2002
              Section 2: August 5-7, 2002
              Section 3: October 2-4, 2002
              Section 4: October 7-9, 2002
              Section 5: November 20-22, 2002
              Section 6: February 3-5, 2003
              Section 7: Cancelled
              Section 8: Cancelled
              Section 9: February 19-21, 2003
              Section 10:April 23-25, 2003
              Section 11: March 17-19, 2003
              Section 12: April 28-30, 2003
              Section 13: May 12-14, 2003
              Section 14: June 11-13, 2003

Call us at (916) 445-5121

MANAGEMENT & SUPERVISION

TRANSITION TO SUPERVISION - #407 (1 day)

If you are preparing for a position in a supervisory classification, you will learn about the role of the supervisor and how it differs from a journey-level worker. If you are already a supervisor, you should enroll in STC #409A and STC #409B (Basic Supervision). ***If you are a leadperson or preparing for such a role, you should enroll in STC #405 (Leadperson Workshop).***

At the end of this program, you will be able to:

- Define the role and duties of the supervisor

- Identify and review effective leadership techniques

- Demonstrate effective communication and listening methods

- Evaluate employee performance

- Demonstrate delegation skills effectively

RELATED
COURSES: #405, #409A, #409B

INSTRUCTOR: Katrina Kennedy

TUITION: $95.00

WHEN: Section 1: August 6, 2002
                Section 2: January 17, 2003
                Section 3: May 27, 2003

Supervisory Training Information

All supervisors appointed for the first time to a supervisory position after January 1, 1984, must complete a minimum of 80 hours of training in subjects specified in Government Code Section 19995.4.

At least 40 hours of this training must be classroom training; the balance may be achieved through an *on-the-job training* program if you have one in your department.

The State Training Center's courses #409A and #409B are each 40 hours in length and, taken together, comply with current requirements for the 80 hours of mandated training.

You may comply by taking other courses in the following subjects: *communication, planning, organizing, performance appraisal, discipline, leadership, labor relations, grievance handling, affirmative action, equal employment opportunity, sexual harassment, and cultural diversity.*

Contact your training officer to determine which courses work best for you in meeting the requirement.

Call us at (916) 445-5121

MANAGEMENT & SUPERVISION

BASIC SUPERVISION, WEEK ONE - #409A (5 days)

This program is designed to assist the new supervisor in making the transition to a first-time supervisory position.

This program, combined with Course #409B, will meet the requirements of Government Code Section 19995.4(b) for new supervisor training. If the participant will be taking both courses #409A and #409B, it is recommended (but not required) that #409A be taken first. The subjects will be approached from the standpoint of modern supervision in the State system with a consideration of team concepts.

For alternatives, please refer to page 79.

At the end of this program, you will be able to:

- Identify the role of the supervisor

- Use effective communication skills

- List performance standards and appraise employee performance

- Understand the basic principles of the State disciplinary process

- Identify objective behavioral criteria for developing legal and appropriate questions for selection interviewing candidates fairly

- List strategies and techniques for employee development

- Recognize different approaches to leadership and use an effective leadership style

- Delegate effectively

- Identify sources of conflict and recommend alternatives for resolution

RELATED
COURSES: #225, #230, #240, #315, #345, #401, #405, #407, #816

Visit us on the web at www.dpa.ca.gov

INSTRUCTOR: Kenneth Klein (KK), Bill Healt and Howard Murray (HM)

TUITION: $455.00

WHEN: Section 1: July 8-12, 2002 (KK)
Section 2: July 15-19, 2002 (HM)
Section 3: July 29 - August 2, 2002 (KK)
Section 4: August 5-9, 2002 (HM)
Section 5: August 12-16, 2002 (KK)
Section 6: August 26-30, 2002 (HM)
Section 7: September 9-13, 2002 (KK)
Section 8: September 23-27, 2002 (KK)
Section 9: October 7-11, 2002 (HM)
Section 10: October 21-25, 2002 (KK)
Section 11: November 4-8, 2002 (HM)
Section 12: November 18-22, 2002 (KK)
Section 13: December 2-6, 2002 (HM)
Section 14: December 9-13, 2002 (HM)
Section 15: January 6-10, 2003 (HM)
Section 16: January 13-17, 2003 (KK)
Section 17: February 3-7, 2003 (HM)
Section 18: February 24-28, 2003 (KK)
Section 19: March 10-14, 2003 (HM)
Section 20: March 24-28, 2003 (KK)
Section 21: April 7-11, 2003 (KK)
Section 22: April 21-25, 2003 (KK)
Section 23: May 5-9, 2003 (HM)
Section 24: May 19-23, 2003 (KK)
Section 25: June 2-6, 2003 (KK)
Section 26: June 9-13, 2003 (KK)
Section 27: June 23-27, 2003 (HM)

MANAGEMENT & SUPERVISION

BASIC SUPERVISION, WEEK TWO - #409B (5 days)

This program is designed to assist the new supervisor in making the transition to his/her first supervisory position.

Combined with Course #409A, this course will meet the requirements of Government Code Section 19995.4(b) for new supervisor training. If the participant will be taking both courses #409A and #409B, it is recommended (but not required) that #409A be taken first. The subjects will be approached from the standpoint of modern supervision in the State system with a consideration of team concepts.

For alternatives, please refer to page 79.

At the end of this program, you will be able to:

- Identify key steps to problem solving and decision making

- Use planning, organizing, directing, and monitoring to achieve organizational objectives

- Understand collective bargaining agreements and the role of management in labor relations

- Recognize and apply time management principles and techniques for coping with stress

- List proven time management techniques you can use to be more effective and organized

- List stress management methods to help you put stress into perspective

- Understand equal employment opportunity

- Recognize the value of diversity in the workplace

RELATED
COURSES: #210, #220, #250, #267, #335, #340, #407, #810

Visit us on the web at www.dpa.ca.gov

INSTRUCTOR: Dr. Steven D. Pomerantz, Ed.D. and Tony Carney (PC) or Katrina
              Kennedy (KK) and DPA Labor Relations Staff

TUITION: $455.00

WHEN: Section 1: July 15-19, 2002 (PC)
              Section 2: July 22-26, 2002 (PC)
              Section 3: July 29 - August 2, 2002 (PC)
              Section 4: August 12-16, 2002 (KK)
              Section 5: August 26-30, 2002 (KK)
              Section 6: September 23-27, 2002 (PC)
              Section 7: September 30 - October 4, 2002 (PC)
              Section 8: October 7-11, 2002 (KK)
              Section 9: October 21-25, 2002 (PC)
              Section 10: November 4-8, 2002 (PC)
              Section 11: November 18-22, 2002 (KK)
              Section 12: December 2-6, 2002 (PC)
              Section 13: December 9-13, 2002 (KK)
              Section 14: January 6-10, 2003 (PC)
              Section 15: January 13-17, 2003 (PC)
              Section 16: January 27-31, 2003 (KK)
              Section 17: February 3-7, 2003 (PC)
              Section 18: February 24-28, 2003 (KK)
              Section 19: March 10-14, 2003 (PC)
              Section 20: March 24-28, 2003 (KK)
              Section 21: April 7-11, 2003 (PC)
              Section 22: April 21-25, 2003 (KK)
              Section 23: May 5-9, 2003 (PC)
              Section 24: May 12-16, 2003 (KK)
              Section 25: May 19-23, 2003 (PC)
              Section 26: June 2-6, 2003 (PC)
              Section 27: June 23-27, 2003 (KK)

PERSONAL DEVELOPMENT

EFFICIENCY IN READING - #355 (1 day)

This program will help you increase your reading speed without losing comprehension. It emphasizes the practice of new techniques and the formation of new habits for effective reading.

At the end of this program, you will be able to:

- Determine initial reading speed for both technical and non-technical documents

- Determine comprehension level for technical and non-technical documents

- Become familiar with reading techniques for quickly previewing different types of documents

- Identify paragraph patterns in order to read for details in different types of documents

- Use skimming and scanning techniques

INSTRUCTOR: Charlesetta Stalling

TUITION: $95.00

WHEN: Section 1: November 4, 2002
               Section 2: June 30, 2003

OFFICE SUPPORT WORKSHOP - #509 (3 days)

This program for office support personnel helps you identify opportunities for personal and career development and skill building using the Personal Profile System®. You will learn effective communication (listening and assertiveness), time management, and stress management techniques.

At the end of this program, you will be able to:

- Assess your own behavioral style at work

- Improve work relationships using the DISC® model

- Differentiate between assertive, aggressive, and passive communication styles

- Improve customer service both inside and outside the organization

- Use six principles to manage work time effectively

- Reduce stress by using long and short-term techniques

RELATED
COURSES: #311, #335, #340, #810, #815, #816

INSTRUCTOR: Katrina Kennedy

TUITION: $275

WHEN: Section 1: October 21-23, 2002
                        Section 2: January 8-10, 2003
                        Section 3: April 16-18, 2003

Call us at (916) 445-5121

PERSONAL DEVELOPMENT

DEVELOPING YOUR CAREER POTENTIAL - #720 (1 day)

Careers in the new millennium are changing and evolving to fit the fluid market of today. Because real job security is a thing of the past, upgrading our skills, knowledge of the job market, and ambitious career development strategies are required.

This class is for anyone who is wondering: What could I do if my job is phased out? Where are jobs today? How do I find out what I'm suited for?

Though the job market is in flux, it is still important to get the right job: a match satisfying to both the employer and the candidate.

Participants get an inventory exercise that gives extensive information about their individual strengths and preferences in order to target areas that suit them. They indentify work accomplishments and skills for specifics in their resume and job application. Also, participants learn how to research resources, target their job search, and prepare references.

At the end of this class, you will be able to:

- Identify your career interest areas, strengths and preferences

- List jobs that match your preferences and strengths

- Discuss State Personnel Board (SPB) services with a representative from SPB

- Research the job market using organization and community resources, personal contacts, the internet, and other means

- Decide how to move ahead in your own career, whether in your current organization, another state agency, or elsewhere

INSTRUCTOR: Marti Andrews

TUITION: $95.00

WHEN: Section 1: November 13, 2002
                 Section 2: January 28, 2003
                 Section 3: April 8, 2003
                 Section 4: June 4, 2003

Visit us on the web at www.dpa.ca.gov

GET THAT JOB! - #725 (1 day)

This class is for people who are seeking a job change and need to brush up their resume and improve their interviewing skills. The workshop will include how to focus your resume and present your skills in alignment with the job you are after.

At the end of this program, you should be able to:

- • Identify your career and job preferences using a vocational interest inventory

- • Focus your resume on the job you seek

- • Know what to include—and what to leave out—of your resumé

- • Use fonts and format to focus the reader's attention on the skills that match you to the job

- • Understand the role of the interviewer and the new methods they may use in your interview

- • Anticipate interview questions and prepare specific examples of your experience

- • Present yourself effectively—both verbally and non-verbally

- • Prepare yourself for answering the more difficult questions you may be asked

INSTRUCTOR: Tony Carney

TUITION: $95.00

WHEN: Section 1: January 21, 2003

PERSONAL DEVELOPMENT
INDIVIDUAL DEVELOPMENT PLANNING - #750 (2 days)

Today's organizations look and feel radically different from yesterday's. They are flatter, more efficient, more customer driven, more cost-conscious and often more confusing. The traditional career ladder no longer exists. This workshop offers a fresh approach to development and careers, emphasizing organizational alignment, professional growth, and increased contribution.

WORKSHOP OBJECTIVE: To equip individuals with the insights and tools they need to effectively manage their own performance and development.

SPECIAL INFORMATION: *Due to the assessment instruments which must be completed before the class,* <u>*STC must receive your registration AT LEAST 45 DAYS PRIOR to the class date.*</u>

What you will receive:
- *A 360° feedback instrument and confidential feedback report suited to your own career stage.*
- *Pre-course reading materials which assist you in "discovering your genius."*
- *A comprehensive Participant Manual and the Four Stages™ Development Guide with practical ideas to help you gain immediate results.*

At the end of this program you will be able to:
- Take responsibility for your professional contribution and development

- Clarify and pinpoint your individual career values

- Clearly understand your organization's expectations of your individual contribution and development

- Incorporate confidential input from peers, colleagues, your manager and (when appropriate) direct reports into an action plan for individual development. Information is gathered via a confidential multi-rater feedback assessment.

- Recognize the causes of and actively avoid "career dead-ends"

- Choose developmental activities and assignments that will stretch, challenge and ultimately satisfy you, while increasing your organizational contribution

INSTRUCTOR: Sandra Sales

TUITION: $375.00

WHEN: Section 1: February 10-11, 2003
                Section 2: June 12-13, 2003

SEVEN HABITS OF HIGHLY EFFECTIVE PEOPLE - #777
(3 days)

The principles taught in this program have a variety of applications depending on your desire and creativity. You will learn to deal effectively with challenges common to all organizations. ***NOTE:*** *You will need to bring your planner with you on the second day of the class.*

> Habit 1: Be proactive
> Habit 2: Begin with the end in mind
> Habit 3: Put first things first
> Habit 4: Think win-win
> Habit 5: Seek first to understand, then to be understood
> Habit 6: Synergize
> Habit 7: Sharpen the saw

At the end of this course, you will be able to:

- Work toward principle-centered, value-driven, and mission-oriented personal and organizational development

- Manage time and resources in ways that focus on key roles and goals
- Enhance relationships and work more effectively with people

- Maintain balance and perspective

- Impact job functions with self-management and human interaction principles

INSTRUCTOR: Jennifer G. Leuchars

TUITION: $399.00

WHEN: Section 1: August 19-21, 2002
Section 2: September 23-25, 2002
Section 3: October 28-30, 2002
Section 4: January 6-8, 2003
Section 5: February 18-20, 2003
Section 6: March 17-19, 2003
Section 7: April 28-30, 2003
Section 8: June 9-11, 2003

Bring this class "on-site"

Call us at (916) 445-5121

PERSONAL DEVELOPMENT

MANAGING YOURSELF ON THE JOB - #810 (2 days)

This class provides practical planning and coping skills for better organization of your work environment. The course is divided into four areas: managing time, managing space and paper, managing stress, and managing relationships.

At the end of this course, you will be able to:

- Use proven time management skills

- Set goals and prioritize tasks

- Organize your work space for efficiency and ergonomics

- Assess your own sources of stress, both internal and external

- Identify and practice various stress coping methods

- Improve relationships with people on the job

RELATED
COURSES: #311, #335, #340, #777, #816, #820

INSTRUCTOR: Katrina Kennedy

TUITION: $195.00

WHEN: Section 1: August 22-23, 2002
               Section 2: October 24-25, 2002
               Section 3: November 25-26, 2002
               Section 4: January 2-3, 2003
               Section 5: March 3-4, 2003
               Section 6: April 28-29, 2003
               Section 7: June 19-20, 2003

INTERVENING IN GROUP PROCESSES - #325 (1 day)

This workshop is designed for anyone who is responsible for helping groups be more effective. If you conduct training classes, facilitate group discussions, or run meetings, being able to take effective action to keep a group moving is essential.

At the end of this course, you will be able to:

- Apply a group process analysis model to a variety of situations

- Identify what is happening in a group

- Identify possible causes for group behavior

- Develop strategies for intervening in group processes

- Assess the potential impact of an intervention

INSTRUCTOR: Diane Just

TUITION: $95

WHEN: Section 1: August 12, 2002
                    Section 2: November 12, 2002

ON-THE-JOB TRAINING - #415 (1 day)

This course for managers, supervisors, and leadpersons will provide you with the fundamentals of on-the-job training methods.

At the end of this course, you will be able to:

> • Define the role of the on-the-job trainer as coach and mentor

> • Identify how adults learn

> • Create a training plan using a "process system"

> • Design an on-the-job lesson plan with learning objectives

> • Conduct and evaluate an on-the-job training session

RELATED
COURSES: #230

INSTRUCTOR: Robert Jerome, Ph.D.

TUITION: $95.00

WHEN: Section 1: November 20, 2002
                 Section 2: May 14, 2003

Visit us on the web at www.dpa.ca.gov

ORIENTATION TO THE TRAINING FUNCTION - #901 (1 day)

Training assignments come in many flavors in California State government. If you have new responsibilities that include training, you will benefit from this program. Program topics will primarily address concerns of those who are required to plan training activities to meet organizational needs and respond appropriately to management requests. The concepts learned will help any trainer more effectively respond to business-related needs.

At the end of this program, you will be able to:

- Define the role of the departmental training officer

- Understand the role of the training function in supporting your department's mission

- Identify and apply the basic concepts of performance consulting in your organization

- Identify the laws, rules, and policies that govern training in California State service and individual departments

- List the skills, knowledge, attitudes, and abilities required to manage the training function

- Apply your department's training policy to everyday training situations

- Identify the portions of the collective bargaining MOUs that relate to the training function

- Identify training and consulting resources you can use

INSTRUCTOR: George Steinert, Department of Personnel Administration

TUITION: No Charge

WHEN: **8:15 a.m. - 3:30 p.m.**
Section 1: November 13, 2002
Section 2: February 7, 2003
Section 3: May 9, 2003

Call us at (916) 445-5121

TRAINING

TRAINING DEVELOPERS' WORKSHOP - #902 (5 days)

This intense workshop is designed to help trainers and managers use systematic procedures to design, develop, and evaluate training. You will learn the importance of needs assessments, adult learning principles, and effective training methods as related to course design.

NOTE: You will need to bring a job-related topic capable of being broken down into modules and appropriate for design purposes to this workshop.

At the end of this program, you will be able to:

- Identify and apply appropriate needs assessment strategies

- Develop training modules based on needs assessment data

- Perform instructional analysis of training module subject matter

- Write performance objectives and test items

- Apply adult learning principles to training design

- Identify and use effective instructional strategies

- Identify and use effective evaluation techniques

RELATED
COURSES: #901, #908, #912

INSTRUCTOR: Katrina Kennedy

TUITION: $545.00

WHEN: Section 1: September 30 - October 4, 2002
                       Section 2: December 2-6, 2002
                       Section 3: March 10-14, 2003
                       Section 4: May 5-9, 2003

Visit us on the web at www.dpa.ca.gov

INSTRUCTION TECHNIQUES FOR TRAINERS - #908 (3 days)

This three-day class for stand-up trainers will get active participation and practice in training skills. It includes design and development, writing behavioral objectives, preperation and practice, visual aids, adult learning theory, group facilitation skills, dealing with difficult participants in the classroom, and evaluation of training techniques and methods. Participant presentations will be videotaped for use during feedback sessions. ***NOTE:*** *You should bring a course you are working on or ideas for a course.*

At the end of this program, you will be able to:

- List the steps in developing a training module

- Determine training objectives

- Match course methods to the audience

- Develop training according to adult learning principles

- Choose and use instructional aids effectively

- Apply training methods and platform skills

- Evaluate training effectiveness (self and others)

RELATED
COURSES: #901, #902, #912

INSTRUCTOR: Joseph Clark

TUITION: $375.00

WHEN: Section 1: September 16-18, 2002
Section 2: October 28-30, 2002
Section 3: December 4-6, 2002
Section 4: January 22-24, 2003
Section 5: March 3-5, 2003
Section 6: April 16-18, 2003
Section 7: June 18-20, 2003

PERFORMANCE CONSULTING FOR HUMAN RESOURCE PROFESSIONALS - #910 (2 days)

Is training the most appropriate solution to improving your organization's performance? Learn how to determine when training is/is not the most appropriate, cost effective means to fill performance gaps, and to identify non-training alternatives (such as job aids, computer resources, coaching).

Expand the traditional role of trainer into a performance consultant who addresses, diagnoses, clarifies, and solves performance problems by designing various interventions, consisting of training and non-training activities. With decreasing budgets and increasing performance expectations, this two-day workshop enables you to acquire skills to determine and address the true causes of performance gaps. Course participants will acquire the following skills:

- Compare and contrast the role of trainer with performance consultant

- Demonstrate steps in performance consulting

- Educate management in analysis and resolution of performance concerns

- Demonstrate how to conduct a performance analysis (needs assessment) by identifying "what is" versus "what should be"

- Develop objectives to fill identified performance gaps (improvement areas)

- Suggest training and non-training interventions (activities) to fill performance gaps

- Demonstrate how to contract and partner as performance consultants

- Transform a training center into a performance center

RELATED
COURSES: #111, #112, #901

INSTRUCTOR: Amy Ackerman, Ph.D.

TUITION: $245.00

WHEN: Section 1: November 6-7, 2002
                        Section 2: February 26-27, 2003

Visit us on the web at www.dpa.ca.gov

INTERACTIVE TRAINING TECHNIQUES - #912 (2 days)

This lively class for experienced trainers focuses on integrating games and fun into training in order to enchance attention and retention. Far too many training sessions are dull and boring--not because the instructor didn't know the material, but often because the processes used to convey the material weren't imaginative. You will able to design develop, deliver, and debrief interactive training activities such as games, icebreakers, simulations, and other exercises. ***Completion of STC #902 and/or #908 is a desired prerequisite.***

At the end of this program, you will be able to:

- Include interaction in all nine events of a lesson plan

- Locate, create, and modify games for training

- Use games, icebreakers, and other exercises to enhance attention and retention without insulting the audience

- Create, modify, and locate gamesto achieve course objectives

- Plan, conduct, evaluate, and debrief games using media options

- Add "pizzazz" to dry, technical content

RELATED
COURSES: #908

INSTRUCTOR: Marti Andrews

TUITION: $250.00

WHEN: Section 1: August 20-21, 2002
              Section 2: March 11-12, 2003

Call us at (916) 445-5121

WRITING FOR MANAGERS - #275 (1 day)

Designed for managers, this workshop will help you assist staff in writing clearly and concisely by developing your individual styles. Whether you create your own documents or others write for your signature, you will learn to cut jargon and bureaucratese and to edit out old fashioned, starchy language. No two writers are alike, so this workshop provides individual appraisal and guidance, as well as group exercises.

At the end of this program, you will be able to:

- Review writing techniques taught to staff in other STC programs

- Edit for clarification

- Provide clear direction when assigning writing tasks

- Use appropriate formats for letters, memos, proposals, and reports

- Set the tone, whether you are building good will, informing, or persuading

RELATED
COURSES: #624

INSTRUCTOR: Robert Jerome, Ph.D.

TUITION: $95.00

WHEN: Section 1: February 24, 2003

Visit us on the web at www.dpa.ca.gov

ADMINISTRATIVE WRITING - #515 (2 Days)

This workshop for administrative assistants, secretaries, and other support staff will help you overcome the fear of writing (especially for another's signature), organize your thoughts, and communicate using clear, concise language.

At the end of this program, you will be able to:

- Develop your ideas with active, passive, and reader-focused styles

- Organize complete and coherent documents

- Create business-like and professional documents

- Identify and edit for clichés, bureaucratic jargon, and wordiness

RELATED
COURSES: #520, #521, #621

INSTRUCTOR: Robert Jerome, Ph.D.

TUITION: $185.00

WHEN: Section 1: July 11-12, 2002
                         Section 2: August 15-16, 2002
                         Section 3: October 2-3, 2002
                         Section 4: November 21-22, 2002
                         Section 5: January 2-3, 2003
                         Section 6: April 7-8, 2003
                         Section 7: June 5-6, 2003

WRITING

GRAMMAR - #520 (3 days)

This program will debunk confusing myths about language and give you confidence in your ability to use and explain grammar, punctuation, and usage rules.

At the conclusion of this program, participants will be able to:

- Correctly apply contemporary rules for agreement, pronoun use, sentence construction, parallelism, and use of modifiers

- Correctly apply contemporary rules for using commas, semicolons, colons, quotation marks, hyphens, apostrophes, and other punctuation

- Review and apply rules for capitalization and writing numbers

- Apply contemporary grammar and usage standards to sample documents by editing and proofreading the samples

- Evaluate individual strengths and weaknesses and identify resources for individual follow-up

- Distinguish grammar rules from individual preferences or myths

RELATED
COURSES: #515, #521, #621, #5200

INSTRUCTOR: Caesar Adams, Ph.D.

TUITION: $295.00

WHEN: Section 1: August 21-23, 2002
              Section 2: September 4-6, 2002
              Section 3: September 18-20, 2002
              Section 4: October 2-4, 2002
              Section 5: October 16-18, 2002
              Section 6: November 6-8, 2002
              Section 7: November 20-22, 2002
              Section 8: February 3-5, 2003
              Section 9: February 24-26, 2003
              Section 10: March 19-21, 2003
              Section 11: April 9-11, 2003
              Section 12: May 14-16, 2003
              Section 13: June 11-13, 2003

100

SPELLING AND VOCABULARY - #521 (2 days)

This program will strengthen your language skills by introducing activities, exercises and interesting information about the words that make up our language.

At the end of this program, you will be able to:

- Demonstrate dictionary skills by using the keys, guides, organization and pronunciation tables to answer questions

- Correct commonly misspelled words by applying spelling rules and their exceptions

- Demonstrate vocabulary skills by defining words based on content of passages and analyzing word parts

- Demonstrate correct word usage by editing and correcting passages for jargon, slang, informal and misused words

RELATED
COURSES: #520, #5210

INSTRUCTOR: Kakwasi Somadhi

TUITION: $185.00

WHEN: Section 1: September 23-24, 2002
                     Section 2: January 2-3, 2003
                     Section 3: April 14-15, 2003

WRITING

WRITTEN COMMUNICATION - #621 (4 days)

This course will help you learn strategies for presenting information effectively. You will learn to write clearly, concisely, and correctly.

Prerequisite: You should have completed program #520 (Grammar) or feel comfortable with your knowledge of grammar before enrolling.

At the end of this program, you will be able to:

- • Test the readability of documents for specific audiences by applying criteria that identify potential communication problems

- • Identify and use appropriate graphic, layout, and typographic devices to supplement or replace text and improve information access and retrieval

- • Analyze your audience and purpose for writing

- • Organize and develop paragraphs to create coherence and flow

- • Edit for clarity, conciseness, and accuracy

RELATED
COURSES: #520, #622, #624, #625, #629, #6210

INSTRUCTOR: Robert Jerome, Ph.D. (RJ) or Caesar Adams, Ph.D. (CA)

TUITION: $395.00

WHEN: Section 1: July 16-19, 2002 (RJ)
              Section 2: August 13-16, 2002 (CA)
              Section 3: September 10-13, 2002 (RJ)
              Section 4: October 8-11, 2002 (CA)
              Section 5: November 5-8, 2002 (RJ)
              Section 6: December 3-6, 2002 (CA)
              Section 7: January 7-10, 2003 (RJ)
              Section 8: January 28-31, 2003 (CA)
              Section 9: February 18-21, 2003 (RJ)
              Section 10: March 11-14, 2003 (CA)
              Section 11: April 1-4, 2003 (RJ)
              Section 12: April 29 - May 2, 2003 (RJ)

Visit us on the web at www.dpa.ca.gov

WRITING LETTERS AND MEMOS - #622 (1 day)

This workshop will help you write letters and memos that clearly state your message and get the results you want. You will learn various shortcuts and techniques for getting started, for identifying your audience and agency's needs, for adjusting tone and style, for effectively reviewing preliminary drafts, and for formatting the final product. ***NOTE: Please bring several sample letters or memos used in your office to work on in class.***At the end of this program, you will be able to:

- Identify reader and writer needs

- Select an appropriate tone and style for documents having different audiences and different purposes

- Use various techniques for overcoming writing blocks and getting the reader's attention by beginning letters and memos quickly and effectively

- Edit for clarity and economy and proofread for correctness

- Design letters and memos for visual interest, emphasis, and easy review and retreval of information

RELATED
COURSES: #520, #621, #624

INSTRUCTOR: Caesar Adams, Ph.D.

TUITION: $95.00

WHEN: Section 1: August 6, 2002
Section 2: August 20, 2002
Section 3: September 3, 2002
Section 4: September 17, 2002
Section 5: October 7, 2002
Section 6: November 5, 2002
Section 7: November 19, 2002
Section 8: December 2, 2002
Section 9: January 6, 2003
Section 10: January 27, 2003
Section 11: March 10, 2003
Section 12: March 24, 2003
Section 13: April 17, 2003
Section 14: May 13, 2003
Section 15: June 10, 2003

Call us at (916) 445-5121

EDITING WORKSHOP - #624 (1 day)

This workshop provides you with practice and further development of the editing skills introduced in course #621, Written Communication. ***Prerequisite: You should have good writing skills or have attended course #621.***

NOTE: Please bring to class approximately ten (10) written pages which require revision. Your editing samples may be from one or several documents.

At the end of this program, you will be able to:

- Identify and correct common practices that create wordy and unclear writing

- Identify and apply criteria for improving ther readability of documents

- Develop and practice simple procedures for revising paragraphs to improve their organization

- Distinguish personal style preferences from editorial requirements when revising the work of others

- Edit and revise more quickly

RELATED
COURSES: #275, #621, #622

INSTRUCTOR: Caesar Adams, Ph.D.

TUITION: $95.00

WHEN: Section 1: September 16, 2002
                       Section 2: February 6, 2003
                       Section 3: June 9, 2003

TECHNICAL REPORT WRITING - #625 (3 days)

This workshop is for engineers, scientists, planners, administrators or other professionals who write or edit technical reports. It will help you develop planning, engineering, research, environmental, and other technical reports. ***Prerequisite: You must possess good basic skills in grammar and writing or have completed course #621 (Written Communication).***

NOTE: The instructor will require a sample of your writing (from one or several documents) not later than one week before the class date.

At the end of this program, you will be able to:

- Review sample technical writings, correct errors and establish critical standards for technical writing

- Use various techniques for communicating technical information to non-technical readers

- Edit preliminary drafts of technical documents for clarity, economy, and emphasis

- Use appropriate graphic devices to enhance report readability and facilitate easy access and retreival of information

- Evaluate and test readability

- Evaluate organization, paragraph structure, and critical format elements of technical reports to enhance easy use and retrieval of information

RELATED
COURSES: #621

INSTRUCTOR: Caesar Adams, Ph.D.

TUITION: $295.00

WHEN: Section 1: August 7-9, 2002
                 Section 2: December 9-11, 2002
                 Section 3: April 14-16, 2003

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WRITING

PROCEDURE AND MANUAL WRITING - #629 (29 hours)

This workshop covers planning, writing, revising, producing, and maintaining a manual. The program consists of a four-hour introductory session plus four 6-hour workshops and an individual follow-up meeting with the instructor to review the participant's manual sample. ***Prerequisite: You should have good writing skills or have attended course #621-Written Communication or course #625-Technical Report Writing. NOTE:** Be prepared to bring a sample of the procedure or manual you have written (or a sample of a manual or procedure currently used in your department) to the first class meeting. You will apply the training to your sample in the workshop sessions.*

At the end of this workshop, you will be able to:

- Identify critical communication factors that simplify a user's understanding and use of written procedures

- Evaluate various techniques for organizing, numbering, and accessing a manual's contents

- Evaluate and design various layouts, tables, charts, and other visuals for condensing written procedures and facilitating easy use and information retrieval

- Develop and apply specific copy and final editing procedures for completing draft instructions and other manual contents

- Develop templates for handling similiar types of information and repeated tasks throuhout a manual

- Identify critical factors for implementing an effective manual maintenance program

RELATED
COURSES: #621, #624, #625

INSTRUCTOR: Caesar Adams, Ph.D.

TUITION: $475.00

WHEN: **First day: 8:15 am - 12 noon; Other days: 8:15 am - 2:30 p.m.**
                          Section 1: October 21-25, 2002
                          Section 2: January 13-17, 2003
                          Section 3: June 2-6, 2003

Visit us on the web at www.dpa.ca.gov

State Training Center
Virtual Classroom

What is the State Training Center *Virtual Classroom*?

The Virtual Classroom offers several on-line courses that are available to you via the Internet. Now you can take classes anytime, at any location you have Internet access. The courses are taught by instructors from California State University, Sacramento, (CSUS), and designed so you can take them at your own pace. There is a strong dialogue component via web-based conferencing. If you need technical help, it's available 7 days a week. Continuing Education Units (CEUs) are awarded for successful course completion (70% passing score).

Now, STC, the best choice for training, is also the most convenient!

Features and Benefits:
- Professional development skill courses
- 24 hour access from your desktop at work, home, or *virtually* anywhere in the world
- Designed specifically for government professionals
- Developed by credentialed instructional designers
- Facilitated by university instructors
- Continuing Education Units (CEUs) awarded for successful course completion
- Technical help available 7 days a week
- Easy navigation
- Competitively priced

Courses Include:

Performance Appraisal
Strategic Planning Overview
Project Management
Time Management
Grammar Matters
Communication Skills: Dealing
with Difficult People

The Power of Words
Analytical Skills
Written Communication
Completed Staff Work
Legislative Process/Bill Analysis

Please visit our website often for updated class information and schedules, and for details on current courses, registration, to obtain the Introduction to On-Line Learning, and system requirements.

Call us at (916) 445-5121

Key Information for *Virtual Classroom* Courses

Enrollment Procedure: To enroll in a class at the STC *Virtual Classroom,* your department must submit an approved Program Registration Form (STD 697). The STD 697 can be downloaded from our Web site. *Please be sure to include a correct Internet E-Mail address.* The STD 697 must be signed by your approval authority. You can fax your registration to us at (916) 324-4050.

After you have registered, you will receive your user name and password from California State University, Sacramento (CSUS) and be directed to your log-on site.

Introduction to On-Line Learning: All students must read the web-based Introduction to On-Line Learning modules before taking any of the web-based courses. These modules explain how to properly navigate the course, participate in the conference, post assignments, and answer questions about access and log-in procedures.

CEUs: All students who successfully complete a State Training Center *Virtual Classroom* course will receive Continuing Education Units (CEUs) and a personalized, signed certificate of professional development. To receive CEUs, you must obtain a 70% passing score. Students are scored by participating in on-line discussions, quizzes, and assignments.

System Requirements:

- Processor: Pentium Class or an Apple 68030 CPU or better
- Operating System: Windows 95 or later or Macintosh 7.0+ or later
- Memory: 32 mb RAM minimum, 64 mb recommended
- Internet Browser: Netscape 4.5 or later, Microsoft Internet Explorer 5.0 or AOL version 4.0+ for Windows 95
- Any Internet service provider (ISP) with reliable access can serve as the ISP
- Modem: 28.8 kpbs minimum; 56 kpbs recommended

New Courses: Tell us which new courses you'd like to see on the web. Please write us at **"elearning@dpa.ca.gov"**. We appreciate your input regarding future course topics!

STRATEGIC PLANNING OVERVIEW - #2070 (8 hours)

This interactive on-line course, equivalent to an eight-hour class, will give students an effective understanding of the strategic planning process, their department's contribution to the process and how they play a part in its success.

At the end of this course, you will be able to:

- Understand the basic concepts of strategic planning and how to apply these to an organization

- Understand organizational values, and the impact these values have on the development of the organizational mission

- Explain how the organizational vision shapes the development of goals and objectives for the department

- Demonstrate how action plans and performance measurements make the accomplishment of the organization's goals the responsibility of every department and employee in the organization

- Identify performance measurements to assess the plan's progress and success

- List the processes for communicating the plan and how to attain buy in by customers and employees of the organization

- Demonstrate the process of milestone reviews of the plan and how to revise the plan through the strategic planning cycle

Upon satisfactory completion of this course, you will receive 0.8 Continuing Education Units (CEUs), which are offered through the State Training Center and Regional & Continuing Education, California State University, Sacramento (CSUS).

Related Courses: #111, #112, #113, #642

Instructor: Tony Carney

Tuition: $89

When: October 28 - November 10, 2002
            May 5 - 18, 2003

Call us at (916) 445-5121

WEB-BASED

PROJECT MANAGEMENT - #2100 (23 hours)

This interactive on-line course, equivalent to a 23-hour class, will provide students with effective program management skills.

At the end of this course, you will be able to:

- Identify suitable projects for carrying out an organization's mission
- Select from a list of candidate projects those projects that are within a funding organization's total budget and that will provide maximum benefits when completed
- Prepare effective requests for proposals for issuing to prospective contractors to perform projects
- Conduct negotiations between a customer (i.e., a funding organization) and a contractor (i.e., the performing organization) to finalize a statement of work that is consistent with project objectives, budget, and time frame
- Audit a work breakdown structure and set of work plans or packages to insure compliance with a project's statement of work
- Understand bar charts and activity networks and how to apply them for scheduling project activities and expenditures
- Identify and evaluate the risks involved in projects and how to cope with them
- Provide an effective system for monitoring and controlling a project performance
- Establish procedures for verifying that a project been completed satisfactorily and for terminating a project in an orderly manner
- Create and motivate a project team
- Identify the lines of authority and responsibility between individuals and organizations involved in a project

Upon satisfactory completion of this course, you will receive 2.3 Continuing Education Units (CEUs), which is offered through the State Training Center and Regional & Continuing Education, California State University, Sacramento (CSUS).

Related Courses:	#210, #312, #320, #330, #6110
Instructors:	Margaret Tomenko, Francis Clauss, and David Shira
Tuition:	$189
When:	August 26 - September 16, 2002
	October 28 - November 18, 2002
	February 3 - 25, 2003
	May 5 - 25, 2003

Visit us on the web at www.dpa.ca.gov

PERFORMANCE APPRAISAL - #2300 (8 hours)

During this course for supervisors and managers, which is equivalent to an eight-hour class, you will learn the knowledge and skills necessary to prepare, plan, and conduct performance appraisals and communicate expectations and results.

At the end of this course, you will be able to:

- Define the performance appraisal process

- Understand the performance appraisal cycle

- Define the use of position statements

- Apply performance standards and measurements

- Define different types of performance appraisals and their benefits

- Characterize the components of performance appraisals

- Prepare for the performance appraisal using the preparation checklist, manager/supervisor's memory file and the individual development plan

- Use the appraisal interview checklist

- Use coaching, mentoring, and motivational techniques as additional tools for feedback

Upon satisfactory completion of this course, you will receive 0.8 Continuing Education Units (CEUs), which are offered through the State Training Center and Regional & Continuing Education, California State University, Sacramento (CSUS).

Related Courses:	#230, #240, #415
Instructor:	Dale Tom
Tuition:	$89
When:	August 26 - September 9, 2002
	October 28 - November 10, 2002
	February 3 -18, 2003
	May 5 -18, 2003

Call us at (916) 445-5121

WEB-BASED 🌐

TIME MANAGEMENT - #3400 (8 hours)

This interactive on-line course, equivalent to an eight-hour class, engages students in eliminating obstacles to productivity, developing effective tactics for organizing and managing tasks, and establishing a productive work environment. The course provides tips, tools, and techniques that enable students to set and achieve goals while minimizing stress, redundancies, and distractions. Through discussion and planning exercises, students learn practical techniques for managing their time.

At the end of this course, you will be able to:

- Evaluate work patterns, analyze energy flow, and schedule activities at peak performance times

- Identify personal productivity barriers

- Prioritizing tasks and scheduling activities to maximize productivity

- Demonstrate techniques for efficient handling of paperwork, e-mail, telephone calls, and visitors

- Calculate the potential value of work time and demonstrate organizational skills that support goal achievement

- Development of an action plan for building effective time management habits

Upon satisfactory completion of this course, you will receive 0.8 Continuing Education Units (CEUs), through the State Training Center and Regional & Continuing Education, California State University, Sacramento (CSUS).

Related Courses: #340, #421, #810

Instructor: Holly Burkett
                        Jacquelyn Southward

Tuition: $89

When: August 26 - September 9, 2002
                        October 28 - November 10, 2002
                        February 3 -18, 2003
                        May 5 -18, 2003

GRAMMAR MATTERS - #5200 (24 hours)

This interactive on-line course, equivalent to a 24-hour class, will help participants bolster their confidence in users of the language and engages students in a fast-paced review and application of English grammar fundamentals. Topics explored include sentence components, parallel structure, punctuation, and inflection. The course provides instruction and practice in applying contemporary grammar rules for pronouns and modifiers, and introduces tools and resources for effective word selection.

At the end of this course, you will be able to:

- Explain and use contemporary grammar, punctuation, and word usage rules

- Employ grammar and punctuation rules in written applications

- Identify and correct grammatical and punctuation errors

- Demonstrate skill in developing clear and concise sentences; apply these skills in editing and proofreading the work of others

- Develop a resource kit including reference materials, tips, and an action plan for continuing improvement

Upon satisfactory completion of this course, you will receive 2.4 Continuing Education Units (CEUs), which is offered through the State Training Center and Regional & Continuing Education, California State University, Sacramento (CSUS).

Related Courses:	#515, #520, #521, #6210
Instructor:	Regina Sharar Frank Whitlatch
Tuition:	$189
When:	August 26 - September 16, 2002 October 28 - November 18, 2002 February 3 - 25, 2003 May 5 - 25, 2003

Call us at (916) 445-5121

THE POWER OF WORDS - # 5210 (12 hours)

This interactive, on-line course, equivalent to a 12-hour class, will help participants acquire strategies to expand their vocabularies and improve their spelling skills.

At the end of this course, you will be able to:

- Use dictionaries knowledgeably and skillfully as competently as any lexicographer

- Spell words with greater ease and confidence than ever before

- Increase your vocabulary by learning to comprehend unfamiliar words in relation to familiar words within various contexts

- Appreciate that words, when used thoughtfully, can convey meaning accurately

- Learn to understand the difference between standard and non-standard, informal and formal, non-technical and technical words

- Understand how words contribute to or detract from clarity

Upon satisfactory completion of this course, you will receive 1.2 Continuing Education Units (CEUs), which are offered through the State Training Center and Regional & Continuing Education, California State University, Sacramento (CSUS).

Related Courses:	#521,
	#5200, #6210
Instructor:	Regina Sharar
	Frank Whitlatch
Tuition:	$139
When:	August 26 - September 9, 2002
	October 28 - November 10, 2002
	February 3 -18, 2003
	May 5 -18, 2003

ANALYTICAL SKILLS - #6110 (16 hours)

If you are considering a career as an analyst, this program, equivalent to a 16-hour class, will help you understand the role of the analyst and the basic skills required. It will also give you the opportunity to perform assignments typical to a government analyst. At the end of this course, you will be able to:

- Identify the role of staff analysts and managers in State service and be able to contrast the two roles
- Understand the critical thinking process and its applications
- Apply critical thinking skills and problem analysis techniques by studying the characteristics of a problem and analyzing well-defined vs. ill-defined problems
- Use cause and effect relationships to explore a system's components
- Practice the seven steps of systematic analysis: 1) Define the scope of the assignment; 2) Determine the methodology; 3) Develop work plans; 4) Gather data; 5) Organize and analyze the data; 6) Generate alternatives; and 7) Recommend an alternative
- Recognize different types of data (text, numeric and graphic) and their applications
- Design a data collection survey that includes an executive summary, tables and graphs
- Define sources of data, means of collection, and means of analysis
- Apply a spreadsheet methodology to diagnose problems using: data manipulation and coding, data visualization and numeric operations
- Recognize report formats commonly used by State analysts, including internal memos, issue papers and official reports
- Use interpersonal skill level/individual problem solving approaches

Upon satisfactory completion of this course, you will receive 1.6 Continuing Education Units (CEUs), which are offered through the State Training Center and Regional & Continuing Education, California State University, Sacramento (CSUS).

Related Courses:	#330, #611,
	#2100
Instructor:	Willard Hom
Tuition:	$139
When:	August 26 - September 9, 2002
	October 28 - November 10, 2002
	February 3 -18, 2003
	May 5 -18, 2003

Call us at (916) 445-5121

WRITTEN COMMUNICATION - # 6210 (24 hours)

This course, equivalent to a 24-hour class, will help you develop strategies for presenting information effectively. You will learn to write clearly, concisely, and correctly.

At the end of this course, you will be able to:

- Analyze the audience and identify the purpose of writing

- Break the writer's block

- Organize your message

- Write concisely and forcefully

- Edit with clarity to obtain a consistent tone

- Use graphs and other visual formats

- Write specialty letters, memos and documents

- Use tone and emphasis correctly

- Apply correct proofreading and editing techniques

Upon satisfactory completion of this course, you will receive 2.4 Continuing Education Units (CEUs), which are offered through the State Training Center and Regional & Continuing Education, California State University, Sacramento (CSUS).

Related Courses:	#621, #624, #625, #629,
	#5200, #5210
Instructor:	Frank Whitlatch
Tuition:	$189
When:	August 26 - September 16, 2002
	October 28 - November 18, 2002
	February 3 - 25, 2003
	May 5 - 25, 2003

Visit us on the web at www.dpa.ca.gov

COMPLETED STAFF WORK - # 6230 (8 hours)

This course for analysts, equivalent to an eight-hour class, will prepare you to effectively recommend solutions to management problems. The completed staff work process results in a product that will require only the manager's signature to implement recommendations.

At the end of this course, you will be able to:

- Define completed staff work

- Use completed staff work to effectively recommend solutions to problems

- Apply critical thinking and its characteristics to completed staff work

- Learn how to overcome barriers to completing work assignments using the four general principles of: understanding the nature of the assignment or problem, make a plan to achieve the outcome, try out the plan, and monitor the outcome of the plan

- Use the techniques of asking questions, paraphrasing and taking notes to clarify the facts and assumptions of an assignment

- Apply and understand the seven steps to systematic analysis and completed staff work

- Use an action memo to prepare a written recommendation

Upon satisfactory completion of this course, you will receive 0.8 Continuing Education Units (CEUs), which are offered through the State Training Center and Regional & Continuing Education, California State University, Sacramento (CSUS).

Related Courses:	#330, #623,
	#6110
Instructor:	David Chase
Tuition:	$89
When:	October 28 - November 10, 2002
	May 5 - 18, 2003

Call us at (916) 445-5121

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WEB-BASED 🌐

LEGISLATIVE PROCESS/BILL ANALYSIS - #6760 (24 hours)

This overview of the legislative process, equivalent to a 24-hour course, helps participants follow the path of a bill from its introduction in the Legislature to its signature by the Governor.

At the end of this course, you will be able to:

- Understand the legislative process and how to utilize these resources effectively

- Identify the key components and sections of a bill

- Describe legislative resources that can be utilized in the workplace

- Write a bill analysis

- Use Web sites to gather information on legislative activities

- Understand how a bill becomes a law

- Understand and interpret an actual piece of an Assembly or Senate bill

- Develop a glossary of legislative terms

Upon satisfactory completion of this course, you will receive 2.4 Continuing Education Units (CEUs) , which are offered through the State Training Center and Regional & Continuing Education, California State University, Sacramento (CSUS).

Related Courses: #676, #677

Instructor: Gabriel Benitez

Tuition: $189

When: October 28 - November 18, 2002
                          May 5 - 25, 2003

COMMUNICATION SKILLS:
DEALING WITH DIFFICULT PEOPLE - #8160 (24 hours)

This course, equivalent to a 24-hour class, will help you to interact more effectively with others; increase your ability to understand and be understood; help you deal with difficult people; and positively impact the behavior of those around you.

At the end of this course, you will be able to:

- Explain the communication process

- Identify characteristics of effective and non-effective communication

- Utilize listening skills

- Successfully use "I" statements

- Deal with difficult behaviors

- Recognize the importance of cultural difference in communication

- Appreciate the role of perceptions, assumptions, images and values in communication processes

- Use personal communication strengths to improve team communication

Upon satisfactory completion of this course, you will receive 2.4 Continuing Education Units (CEUs), which are offered through the State Training Center and Regional & Continuing Education, California State University, Sacramento (CSUS).

Related Courses: #311, #335, #345, #420, #813, #816

Instructor: Jacquelyn Southward

Tuition: $189

When: October 28 - November 18, 2002
        May 5 - 25, 2003

Call us at (916) 445-5121

Pre-Packaged W

Why E-Learning?

Continue to advance your skills and abilities while saving time and money by using STC's pre-packaged web-based training courses.

We now offer self-directed, web-based training programs available to you 24 hours a day from any place you have Internet access. You can access all courses within a selected library any time of the day or night for an entire year, as often as you want, for a single registration fee.

Cost of Learning Savings

♦ It reduces costs associated with traditional classroom learning, i.e., travel expenses and room rental

Alternative Classroom Instruction

♦ You can learn at your own pace, at your own time, and in your environment

Students in Control of Learning

♦ You can learn exactly what you want or need, when you want, and take responsibility for your learning

Changing Business Environments

♦ A need to adapt to improved business processes due to technology, globalization, and in some cases, security

High Turnover and Fast-Paced Growth

♦ A need to have better and faster trained work force

Visit us on the web at www.dpa.ca.gov

-Based Training

Pre-packaged Web-based Training Courses Now Being Offered by the STC

The following provides a list of course areas now being offered. For a complete course catalog, please visit our Web site at the address listed below.

Communication Skills
Presentations
Human Resources
Workplace Security
Management
Leadership
Personal Development
Project Management
Strategic Planning
Team Building

How to Register

Visit our Web site at **www.dpa.ca.gov/tcid/tcidmain.shtm** for information about these courses, costs, and registration process. Then have your department submit an approved Program Registration Form (STD 697) to the STC.

Be sure to include:
- Course Title
- Tuition

Call us at (916) 445-5121

PRE-QUALIFIED CONSULTANT SERVICES

Office of Statewide Continuous Improvement (OSCI)

Let us help you improve your organizational operations! Use our pre-qualified consultants to assist you in improving performance, customer satisfaction and services.

We will help you acquire the right consultant that matches your specific needs.

Our consultant resource pool eliminates duplication of effort and ***best of all, saves State government time and money.***

Enjoy the benefits and ease of using pre-qualified consultants who have passed through an extensive screening/approval selection.

Free up your staff's time - we will prepare the contract for you.

Our expert consultants provide services in the following areas:

> **Facilitators**
> **Leadership**
> **Process Improvement**
> **Quality Planning**
> **Customer Service**
> **Speakers**
> **Malcolm Baldrige**
> **Team Building**
> **Team Work**

Our consulting services deliver positive results!

For additional information, please contact our office at:
www.dpa.ca.gov/tcid/osci/osci.shtm
consultants@dpa.ca.gov
(916) 445-5121

Visit us on the web at www.dpa.ca.gov

VIDEO CONFERENCING SERVICES

What is Video Conferencing?

Video Conferencing technology uses advanced data transmission technology that allows people at different locations to see and hear each other in real time, with the ability to share audio-visual and computer files interactively in an extended group learning experience. This specialized communication technology offers new possibilities for training, including formal instruction, conferencing, meetings, and multi-agency project collaboration.

Benefits of Video Conferencing

Participants will benefit from a true classroom experience without being required to travel long distances to attend the training. By including media such as videos, computer applications, and document sharing, students can benefit for a diverse learning experience that reaches beyond the boundaries of the traditional classroom. Now you can attend classroom training at STC from all across the State!

Video Conferencing Room Rental

Conduct your meeting, presentation or formal instruction between distant locations and retain all the interaction of a local gathering. For State Training Center Video Conferencing room availability and rates, call us at (916) 445-5121.

<u>Additional Training Resources</u>

The State Training Center offers a wide range of courses in professional development and management training. Here are some other training resources available in California State government.

<u>Accounting Topics</u>
The Department of Finance offers classes in *CALSTARS, contact (916) 445-0211, ext. 2803.*

For State Fund Accounting, contact (916) 445-3434, ext. 2142.

Pro Rata, Statewide Cost Allocation Plan (SWCAP), contact (916) 445-3434, ext. 2164.

For more information, visit their Web site at**http://www.dof.ca.gov/fisa/fisa.htm**

<u>Acquisition and Materials Management</u>
The California Acquisition and Materials Management Institute (CAMMI) provides a variety of courses for *contracting, purchasing, acquisitions, materials management, records management*, and related topics. Contact (916) 375-4500 or visit their website at **http://www.pd.dgs.ca.gov**

<u>Continuous Improvement Certificate Program</u>
The Los Rios Community College District and The Training Source offer a two-year Continuous Improvement Certificate Program for credit. This program is offered during normal work hours on-site at several locations in Sacramento. For information, contact Laura Wong at (916) 563-3234.

<u>Contract Process Training</u>
The Department of General Services offers training in the *state contracting process.* Contact (916) 324-3831 or visit their website at **http://www.dgs.ca.gov/ols.**

<u>Emergency Management or Hazardous Materials</u>
The California Specialized Training Institute (CSTI) offers a variety of special courses for emergency personnel. Contact (805) 549-3535 or visit their website at **http://www.oes.ca.gov**

Forensic Science Training

The California Criminalistics Institute offers forensic science training. Contact (916) 227-3575 or visit their website at **http://www.ns.net/cci.**

Information Technology Training

The Health and Human Services Agency Data Center (HHSDC) Training Center offers excellent, low cost information technology (IT) training including mainframe, PC application, networking, telecommunications, web development, and other high end technical training, and also provides training on feasibility study reports (FSR). Other HHSDC Training Center services include customized training, conference facilities, and room rentals. Contact (916) 739-7502, or visit the HHSDC Training Center website at **http://www.training.cahwnet.gov/**

Peace Officer and Related Topics

The Commission on Peace Officer Standards and Training has an extensive list of programs designed for law enforcement professionals. Contact (916) 227-4866, or visit their website at **http://www.post.ca.gov**

Personnel and Technical Training

The State Personnel Board offers a variety of classes on personnel topics, such as *sexual harassment prevention, chairing interview exams*, and *the selection analyst training program.* Contact (916) 653-2085, or visit their website at **http://spb.ca.gov/spbtrain**

Retirement Planning

The Public Employees' Retirement System offers a course in retirement planning to help you understand your CalPERS retirement benefits. Contact (800) 352-2238, or visit their website at **http://www.calpers.ca.gov**

Safety Training

The Department of General Services, Office of Risk & Insurance Management offers courses in basic safety, defensive driving, first aid, CPR, etc. For more information on Defensive Driving Classes, contact (916) 376-5311. For more information regarding CPR/First Aid classes, contact (916) 376-5309, or visit their Web site at **http://www.orim.dgs.ca.gov**

STC Group Registration

What is Group Registration?

Instead of registering staff individually for classes, STC's group registration process allows your organization to arrange for a date that's best for you ....at significant savings too!

Tuition Savings - Save up to 42%

Typical examples of group rates:

	20 person Group	25 person Group	30 person Group	30 people Open Enrollment
1 day	$1,300	$1,475	$1,650	$2,850
2 day	$2,600	$2,950	$3,300	$5,550
3 day	$3,900	$4,425	$4,950	$8,250

For most classes, group registration is only $65 per student per day for the first 20 students. Then you can send up to 10 more students for only $35 per student per day. The optimum size for groups is 30 students.

Instructor travel and per diem charges may be applicable.

Classes Delivered At Your Location

With Group Registration, we come to your facility; there are no travel costs for your participants. (Customer supplies the training site, Audio/Visual equipment and support staff as needed.) Travel and per diem savings can be significant (example: 20 students from Bakersfield to Sacramento, approximately $250 per person, or $5,000).

Group Registration is also available at State Training Center facilities in Sacramento based upon availablity. (Room rental charges include A/V equipment.)

Visit us on the web at www.dpa.ca.gov

Customized Courses

All STC courses, whether open enrollment or groups, are delivered by professional, experienced, hands-on instructors, but with Group Registration we can go that extra mile. If you need one part of a class expanded or another part eliminated altogether, that's no problem. We realize all customer needs are unique so we conduct the class the way you need it.
(Minor changes available at no cost; major customization available at reasonable rates.)

Teamwork And Interaction

When all students are from the same organization, Group Registration allows for "relationship" building that will go far beyond the time spent in class together, making for a more productive organization. In addition, the small class size makes the learning environment more interactive and personal.

We Make It Simple!

Tell us what kind of training you need, the number of students to be trained, and when and where you want the training to take place. Our professional staff will work with you and the instructor to make the necessary arrangements. We will also prepare a Group Registration Proposal detailing estimated charges (if necessary).

We provide over 95 different courses which include: Developing Analytical Skills, Customer Service, Cultural Diversity, Completed Staff Work, Effective Presentations, Basic Supervision, and Written, Verbal, and Interpersonal Communication.

For More Information

......or to register a group, call us at **(916) 445-5121 today!**

"Onsite classes at our location have provided staff with convenient access to first-rate training at an affordable cost."
- Jack Oudiz, Training Coordinator, CAL-OSHA

Notes

Notes

Information

Administrative

Analytical

Communication

General

Management & Supervision

Personal Development

Training

Writing

Web-Based

Resources

We have included this fast-find index for your convenience. All our classes are organized by category, so just find the topic area you're interested in, place your thumb on the tab, and flip the pages until the tabs line up.

Alphabetical and numerical indices are located inside, beginning on page 12.

World Wide Web

You will find the most up-to-date information about our current programs and late-breaking news about programs that we may announce during mid-year. Other web resources available:

- **State of California DTO Directory**
- **Frequently-asked questions (FAQ's)**
- **Training laws, rules, and policies**
- **Course enrollment status**
- **Web-based training schedules**
- **Consultant Services**

Select "Training and Consultant Services" from the menu and enjoy!

http://www.dpa.ca.gov

DEPARTMENT OF PERSONNEL ADMINISTRATION
TRAINING DIVISION
1515 "S" STREET, NORTH BUILDING , SUITE 108
SACRAMENTO, CA 95814-7243
(916) 445-5121 FAX: (916) 324-4050

Visit us on the web at www.dpa.ca.gov